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AN ANALYSIS OF RECREATION INFORMATION AND INTERPRETIVE OPPORTUNITIES

APACHE-SITGREAVES NATIONAL FORESTS

87

"THE NATIONAL RECREATION STRATEGY:"

"It's ultimate goal is customer satisfaction with more, high quality recreation services"

..."Provide interpretation, information, and environmental education as an important part of outdoor recreation."

..."If it's to be, it's up to us--the men and women of the Forest Service. Start your own challenge! Trust in your power and capability! You can play a big part in making the National Forests America's Great Outdoors!"

DALE ROBERTSON
Chief, U.S. Forest Service
1988

ABSTRACT

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TITLE: An Analysis of Recreation Information Services and Interpretive Opportunities of the Apache-Sitgreaves National Forests

Abstract: With the reduction of budgets in the late 70's and early 80's, any formal visitor information service and interpretive program the Forest had was practically dismantled in favor of meeting basic recreation facility operation and maintenance needs. This came at a time when outdoor recreation demand was as strong as ever, and at a time population growth and inflation rates were high.

This paper addresses: 1) Who the Apache-Sitgreaves National Forests' public is and what kind of information they need to enhance their visit, 2) Forest programs that currently exist and can be expanded to better meet the recreation customer's needs, 3) other opportunities to increase recreation information, 4) opportunities to enhance visitor's stay through interpretation, 5) explanation of the Forest Service mission and resource management programs through interpretation, and 6) funding options to expand the existing information and interpretation programs.

AN ANALYSIS OF THE RECREATION INFORMATION SERVICES AND INTERPRETIVE OPPORTUNITIES OF THE APACHE-SITGREAVES NATIONAL FORESTS

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EXECUTIVE SUMMARY

Title: An analysis of the Recreation Information Services and Interpretive Opportunities of the Apache-Sitgreaves National Forests.

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Summary

With the considerable contrast of environment and climate that exists between the Apache-Sitgreaves National Forests and the Arizona urban areas, along with the expected population increase and strong economy, there is little doubt that outdoor recreation demand will remain strong for the Forests recreation opportunities.

In spite of de-emphasizing its formal visitor information service program over the last decade, there are still capable employees with interpretive skills doing an excellent interpretive job at a reduced scale. Volunteers are relied upon. heavily to accomplish many of the tasks.

A considerable amount of the Forest's users are retirees and more than half of those users that camp do so in motor homes, trailers, truck campers, or pop-up tents trailers. Most users in developed facilities and other high use areas have satisfactory experiences, yet may not be getting enough recreation information to fully enhance their visit. Increasing the availability of basic information such as what opportunities are available; where opportunities exist; rules, regulations and their reasons; and what services are available, should be the first order of business.

The process currently used to provide information needs to be better managed and expanded in order to be more effective, and meet the basic information needs. Better trained volunteers with better written information is an absolute necessity. Better utilization of bulletin boards along with an expanded role of information/receptionists and the Forest Public Affairs Officer would improve the dissemination of recreation information.

The interpretive program that exists can be made more effective through better training of volunteers that are involved and having Forest personnel ascent their effort. Campfire programs provide contact with a significant segment of users, thus is an opportunity to inform them of the agency's mission and the Forests' resource management program.

Any program in the public eye if improperly conducted can definitely create a negative image. It is important that providing needed recreation information and implementing a managed interpretative program become an integral part of how the Forest conducts business. Development of the Recreation Opportunity Guides, better location of District offices, expansion of office hours, building facilities with the users in mind, participating in community events, being

involved in environmental education, using private sector commercial outlets to supply information, locating unstaffed information stations, and building full scale visitors centers are all extremely important parts to expanding information services and an interpretive program. Looking for new means of getting these jobs accomplished is the other challenge of expanding a program. Developing a better entrepreneurial attitude and exercising that type of thinking can open the door to a much wider set of options than relying on traditional appropriations.

Methodology

In shifting towards providing a greater emphasis to recreation, the Forest should recognize that in addition to more facilities improved services are also required. Improving service means better communication which prompted the following questions:

1. Who are our visitors? What percent do retirees represent?
2. Are visitors expectations being met?
3. How are visitors information needs being managed?
4. What level of an interpretive program is needed?
5. What are other means of funding a greater information and interpretive effort?

The questions lead to the need to determine where an information and interpretive program fits into the Forest's management effort. Additional information on how it can be implemented is needed. The following methods were used to analyze the questions and to identify solutions:

1. Literature review to understand various interpretive methods.
2. Review of existing and expected policy to determine trends.
3. Review of economic forecasts and recreation trends to insure options would be efficient and useful.
4. Research visitor needs by questioning 1987 recreation volunteers and information/receptionists.
5. Interview other individuals to determine the extent of current interpretive efforts.
6. Review National Recreation Strategy papers to insure compatibility with anticipated direction and innovative approaches.

Recommendations

1. Better train and inform recreation volunteers.
2. Provide volunteers with information handouts.
3. Better utilize recreation site bulletin boards.
4. Complete Recreation Opportunity Guides. Distribute widely. Promote.
5. Upgrade campfire programs. Incorporate management messages.
6. Fully utilize interpretive facilities. Insure facilities meet standards.
7. Reorganize key District personnel and provide appropriate training to all those involved with public contact.
8. Better manage offices to accommodate Forest visitors.
9. Research placing Lakeside office at Highway 260 and 60 intersection through the land exchange program.
10. Expand role of the Supervisor's Office clerical personnel and the Public Affairs Officer to better assist with recreation information and interpretive efforts.

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I. INTRODUCTION

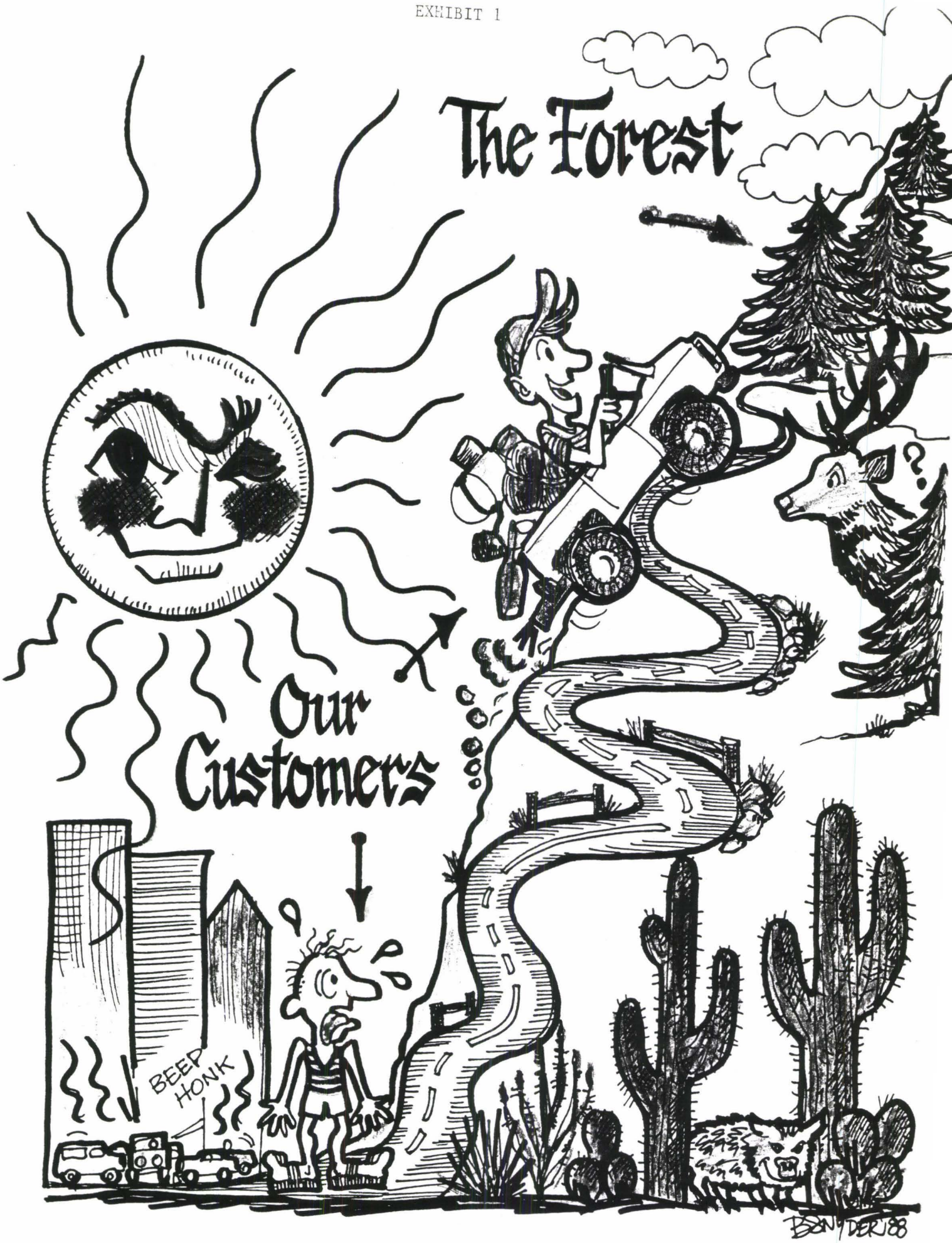
The Apache-Sitgreaves National Forest is the most isolated National Forest in the State of Arizona; however, it is still no more than a 3 to 4 hour drive for most of the State's population. With a two million acre land base, it could easily accommodate its recorded two million recreation visitor days each year if that use was equally distributed. Unfortunately, most of the use concentrates on four general areas on the Forest and mostly within a period of three months. Unlike the other Arizona Forests, no interstate highways bisect through it that contributes to its total recreation visitor day use statistic; therefore, that three-month use can be described as intense. Such concentrated, short-term, intense use by people visiting from well outside of the Forest boundary, magnifies the need for an effective information delivery system. However, this situation also limits the options available to deliver any information or interpretive service.

A look at Arizona's land base as well as its population projections paints a picture that shows recreation demand will continue to grow, in spite of such national trends as the one that shows the amount of time people spend in recreation and leisure pursuits within the confines of their homes, is on the rise. However, America is still in love with the automobile. In 1916, the Forest Service records show 43 percent of the total recreation use was classified as recreation travel, and today "travel continues to grow as a National pastime and avocation." With this in mind, the potential impact on recreation use is further highlighted by the fact that seventy-five percent of Arizonans are located within the Phoenix and Tucson metropolitan areas which are located in the Sonoran Desert vegetative community. The forest/tundra vegetative community that makes up a substantial portion of the Apache-Sitgreaves lies in contrast to where 75 percent of the State's population lives and works; therefore, represents a definite attraction to those people. Assuming there was no interest in vegetation differences, climate would play a role in attracting visitors to the Forest, as average high temperatures during the summer months in Tucson and Phoenix can range from 98-104 degrees. Again, this is in stark contrast to the 75-82 degrees average high temperature range found on the Forest during the same months (Exhibit 1).

Arizona is the third fastest growing State in population in the United States. The population increased 53 percent from 1970-1980. Growth has continued with the State averaging 88,755 people a year. In addition to its 3.1 million residents, Arizona is visited by about 16.1 million people each year. The State's natural diversity, famous attractions and year-round climates will continue to attract people to the State to both live and visit. Arizona's birth rates are significantly higher than the National average, and moreover, the State's median age is lower than the National average. In spite of problems with the cattle and copper industry in recent years, the State's economy is diverse enough to remain strong. Arizona actually had the greatest growth than any other State in personal income between 1975-1985.

There is no doubt that overall recreation use will increase at least moderately even if the various negative National trends for specific activities are experienced in the State. Negative outdoor recreation trends meaning those that show in-house recreation (such as computer games) is increasing.

EXHIBIT 1



On top of the State's trends, the entire Nation including Arizona, is dealing with the baby boomers; those 76 million Americans born between 1946 and 1964. Not only is the State's growth a phenomenon to reckon with, so is the fact that as we approach the 1990's and anticipate the year 2000, the baby boomers will be reaching the peak of its earning power. "Experts predict that by 1995, 40 percent of the baby boomers will have discretionary income in excess of $10,000.00 per year to spend on entertainment and recreation." Recreation managers should realize that the baby boomers are the first generation raised with routine participation throughout childhood in such things as dance classes, music lessons, summer camp, and organized youth sports. Therefore, the boomers have come to expect recreation opportunities be available for their leisure time. This group; however, has less leisure time than the previous generation due to career and family responsibilities, yet recreation is treated as a necessity. Providing more of the same type of recreation opportunities to this group is a mistake, as they are a highly heterogeneous group, according to Ellen O'Sullivan, PHD. (Chair, Recreation and Leisure Studies Dept., Southern Connecticut State Univ.).

In 1986, the State's Governors Task Force on Recreation on Federal Lands made the following statement: "It is clear the Federal Government's attention to recreation has not kept pace with increasing demands for recreation... This short sightedness is a principal reason for why the management of Federal Lands is increasingly enmeshed in controversy and why there is growing dissatisfaction in Arizona with Federal recreation policy."

The construction of additional facilities is a definite need, yet is not fully covered in this paper as it is contingent on increased appropriations. There exists; however, opportunities to enhance the Forest visitor's stay by (1) insuring they have the necessary information to fully pursue their recreation interests and, (2) by providing opportunities to learn about the Forest environment they have come to visit. Such efforts by themselves are not a total response to the shortcomings recognized in the Governor's Task Force report, yet would complement what facilities and services the budgets allow. This is accomplished by insuring visitors have the appropriate information to maximize their time in doing what they wish to do, and there is no misunderstanding as to what there is to do and where it can be done. In addition, through interpretative programs, visitors questions and interests regarding such things as the Forest environment, history, and cultural resources can be satisfied. This not only enhances the visitor's stay, it can do much to explain the Forest Service mission and as well point out the various programs of the Apache-Sitgreaves aimed at meeting that mission. These efforts can help resolve some current management problems as lack of information and/or understanding is many times the root behind some resource management conflicts.

This paper is timely, as it is in line with the National Recreation Strategy being endorsed by the Chief of the Forest Service. The initiative is the effort to place recreation on an equal footing with the other principle resources, such as timber and range, which have traditionally received emphasis by the Forest Service. In this initiative, communication with our customer/client/public/ partner/visitor/user/cooperator is one of the cornerstones. Improved information services as well as an active interpretive program is a very important and cost effective means to communicate.

II. OBJECTIVE OF THE STUDY

The principle objective of this study was to describe various methods to expand the Forest's recreation information and interpretive services. This was accomplished by analyzing the following:

1. Who is our current public.

2. What kind of information do they seek?

3. What opportunities exist to increase the availability of information the public seeks?

4. What interpretive opportunities exist that would enhance the visitors stay?

5. What means exist to incorporate the Forest Service message regarding its congressionally mandated mission, and more specifically, the Apache-Sitgreaves resource management programs within any information or interpretive service?

6. What are other means of providing expanded information and interpretive services?

The audience of this plan is specifically the Apache-Sitgreaves National Forest Supervisor and his management team. However, it is further intended for District level personnel with recreation information or interpretive responsibilities. Hopefully, its use by those with specific program responsibilities will be to generate additional ideas and methods in providing a recreation information and interpretive program.

III. METHODOLODY

The Land and Resource Management Plan for the Apache-Sitgreaves National Forests shifted much greater emphasis to recreation management. One aspect of this is providing additional facilities, while another is improving the quality of service provided to the recreation clients. A part of improved service is improved communication, which prompted questions to surface such as:

1. There is an unusually large number of retirees that visit the Forest. Do they, in fact, represent the majority of recreation users? What other groups of users can be identified?

2. There seems to be few complaints lodged concerning poor facilities or poor service. Are visitors expectations being met?

3. A formal VIS (Visitor Information Service) program has not been in place for nearly a decade. Have we been meeting visitor information needs?

4. The Forest Service is often mistakenly identified with the National Park Service. What level of an interpretive program is sufficient for the Apache-Sitgreaves considering its multiple-use mandate and level of use?

5. Visitors expect interpretive programs to be entertaining, as well as informative. How can an interpretive program inform a significant cross section of visitors about the serious aspects of National Forest resource management programs.

6. Budgets may be increasing for recreation, yet interpretive efforts should be multi-functional in nature. Are there other means of funding greater information and interpretive efforts?

All six questions lead to the need to understand where an information or interpretive program fits into the total Forests' management scheme. How such a program rates in level of importance compared to the other traditional resource management programs can only be determined by the Forests' Management Team. Additional information on how such an expanded program can be implemented is needed.

The following information methods were used to analyze the questions and generate various approaches to implement them.

1. Conducted a literature review to better understand various interpretive methods.

2. Reviewed existing as well as proposed policies to determine current and expected direction.

3. Reviewed the State's economic forecasts as well as recreation use trends and projections to insure various options developed to meet interpretive and information needs would be efficient and useful.

4. Researched visitor needs, questions, and expectations by questioning the 1987 recreation volunteers. District and S.O. receptionists were canvassed to determine what needs Forest visitors expressed and the best means to meet those needs.

5. Interviewed other individuals from the various Districts to determine the extent of current interpretive efforts and ways to address the Forest Service mission and resource management activities.

6. Reviewed the Commission papers completed as part of the National Recreation Strategy project, to understand other methods of getting the interpretive/ information project done.

IV. LITERATURE REVIEW

The author's intent is to determine what recreation information visitors to the Apache-Sitgreaves National Forests most commonly request, as well as the questions they have regarding the Forest's resources and management activities. In addition, the best methods to dispense the information and interpret the resources/management activities is also a principle objective. Research for this paper was made to acquire the basic data regarding information and interests, and then to develop various ideas to best respond to those information needs and resource interests.

To substantiate Recreation Information Management (RIM) data as well as professional perceptions, a questionnaire/survey was developed to obtain the basic recreation information needs, and natural resource interests of the public. This questionnaire/survey (Appendix A) was mailed to every recreation volunteer campground host employed in 1987 by the Apache-Sitgreaves National Forests, as well as private concessionaire, John Knollmiller. Over half of the questionnaires were completed and returned representing a nearly even mix of both the Apache and the Sitgreaves sides of the Forest including:

Volunteer Host - H. A. Bean, East Fork of the Black River (Alpine RD)
Concessionaire - John Knollmiller, Big Lake, Hoyer/Winn Campgrounds (Springerville RD)
Volunteer Host - Mary Slotero, Fools Hollow Campground (Lakeside RD)
Volunteer Host - Harvey Beebee, West Fork of the Black River (Alpine RD)
Volunteer Hosts - Cliff and Wanda Proehl, Canyon Point Campground (Heber RD)
Volunteer Hosts - Dudley and Jane Hand, Spillway Campground (Chevelon RD)

To support the findings from the volunteer/host questionnaire interviews were conducted with various Supervisor's Office/District information/receptionist and other District personnel including:

Mickey Barker - Supervisor's Office, Receptionist
Charlene Caulfield - Heber RD, Receptionist
Barbara Roberts - Alpine RD, Resource Clerk
Bob Dyson - Alpine RD, Recreation and Lands Staff
Terry Austin - Clifton RD, Information/Receptionist
Walt Scott - Chevelon RD, Recreation and Lands Staff
Jim Shores - Springerville RD, Recreation and Lands Staff

Upon completion of obtaining the basic data a broad literature search revealed a substantive number of references on conventional interpretive methods and programs and their importance to resource managers. The information found was useful in determining the benefits and costs of one type interpretive method relative to others, and assisted in developing many of the suggestions and recommendations listed in this paper.

Several of the concepts covered in the Staff papers recently completed by the six Commissions of the National Recreation Strategy Project (Forest Service) were used as a basis. This paper takes many of those concepts, and utilizing information regarding access and use of the Apache-Sitgreaves National Forests, determines how some of those concepts could be applied.

V. DISCUSSION

THE FOREST VISITOR AND THEIR GENERAL INFORMATION NEEDS

Over the last 10 years operation and maintenance funds appropriated to the Forest Service by Congress for recreation facilities and services have been much less than needed to respond to the continually increasing number of visitors. Given the state of the Nation's economic situation, these funds that are available must be stretched to their maximum efficiency. This is a very difficult time to be thinking of expanding a Government program. To provide the service the public expects, efforts must be channeled to where they can do the most good.

As was mentioned in the introduction, the public we provide service to is a highly heterogeneous group. Merely providing clean restrooms is not enough. Our public demands both facilities and service. When thinking of how best to provide our users information regarding the National Forest, we have to have a feel for their interests, age, where they are traveling from, the number in a group, the average length of their stay, and even what type of overnight accommodations they expect. For example, there is little use in spending a lot of time putting together a mountain-climbing brochure when that makes up less than 1% of the use, and projections are, that use will not increase above the percentage it currently represents. Any kind of an interpretive program needs to consider this same type of information. Knowing what an audiences' basic interests are, can help the interpreter design the program to make it meaningful and enjoyable.

A National Forest such as the Apache-Sitgreaves may have a difficult task in assessing its customers, when considering at least 96% of the State's population lives well outside the Forest boundary, and the State receives over 16 million visitors from outside the State as well.

(The Visitor) A survey of the Forests' campground hosts regarding visitors allows some generalizations to be made, such as:

1. In developed campgrounds, A significant number of our visitors are retirees (+/- 40%).

2. A highly significant percentage (>60%) camped in motor homes, trailers, campers, or pop-up tents/trailers. This indicates many visitors spend a great deal of money to recreate, therefore, we assume a high degree of importance is put on National Forest recreation.

3. Most visitors on the Sitgreaves side are visitors from Phoenix, and they access the Forest on Highway 260 through Payson.

4. Most visitors on the Apache side are visitors from Tucson, and they access the Forest on Highway 60 through Show Low.

5. Use is received (less than 10%) by visitors from the nearby States of California, New Mexico and Texas.

6. The Sitgreaves is more likely than the Apache to receive visitors from out of State other than the nearby States mentioned in #5. This is due to Highways 60 and 260, especially 60, as it can be considered a destination route between major population centers.

Other observations should be stated about the Apache-Sitgreaves visitor. Even though 90% of the State's population lives outside the Forest boundary, a sizeable number of people move into the private RV campgrounds in the Pinetop/Lakeside and Show Low area during the summer. Many of these people are retirees who spend winters in the desert part of the State. These people may be within the Forest boundary purely for climatic relief, however, they assuredly recreate on the Forest from time to time. Considering the number of private RV campgrounds and the length of time these people stay, they represent a significant segment of Forest users.

The campground host survey (Appendix A) deals with those users in developed campgrounds or in highly concentrated, yet undeveloped use areas. Those areas represent nearly 64% of the use. Approximately 36% of the Forests' camping use is scattered over the remaining 1,900,000 acres.

Of the 64% of use in developed campgrounds or concentrated yet undeveloped use areas, approximately 44% (30% of total camping use) is close to an existing Forest Service visitors center or amphitheater. This is a very large single segment of Forest visitors that is within a known communication point.

(Visitor Access) Sixteen million visitors come to Arizona principally to either see the Grand Canyon and other natural attractions or to enjoy the warm winter weather. While many of these people are in the State, they visit other attractions such as the Petrified Forest National Park, which is not too far from the Forests' north boundary. The point here is the lesser traveled State Highways such as 77 and 377, as well as U.S. Highways 666/180, may be important when assessing meeting visitor's information needs.

A review of Arizona Department of Transportation's (ADOT) highway use statistics confirms that U.S. Highway 60 and State Highway 260 are the two principle access points to the Forest. The other six major State and Federal Highways on the Forest show much less average use. Arizona Department of Transportation traffic counts show that the highest counts generally occur in June (120% of figures in Appendix B). This data is useful in making decisions regarding locations that are best for dispensing information to the greatest number of users. Obviously, more efforts would be placed on those higher utilized routes. As would be expected, use is significantly greater on Forest highways on weekends (110 % of ADT) with Friday very close. According to ADOT's study Monday and Tuesday are the least traveled days. Counts near major recreation areas show Tuesdays and Wednesdays as the days with the least traffic, however, the difference is not significant. This kind of data is useful in setting up interpretive program schedules and determining work schedules for administrative site and information station personnel.

A review of where the traffic occurs indicates two obvious points on the Forest for visitor contact points; one is at the intersection of Highway 260 and Forest Road 300 near Woods Canyon Lake; the other is at the intersection of Highway 60

and 260 at the west edge of Show Low. An estimated 80% of the Forests' total use passes by these points.

The State's economy is strong, birth rates are high, the weather will continue to attract retirees to the State, and disposable income of its residents is high. The magnitude of visitors surely will not decrease in the foreseeable future. Most would forecast the visitation to the National Forest can only increase.

(Information Needs) A significant number of people visit the Apache-Sitgreaves and that number at the minimum will remain the same. The question is, what information do the visitors seek to help them with their stay on the National Forest? Appendix A deals with that question in detail, however, some basic generalizations can be made.

1. Volunteers acting in behalf of the Forest Service as campground hosts, were asked questions by an average of 20 people per day.

2. Most questions concerned rules and regulations, where services are available, or where to find certain recreation opportunities.

3. Many visitors asked questions as to where services were available, such as showers, laundry service, electrical hookups, and telephones. These are services usually not found within Forest Service facilities.

4. Quite often visitors asked, "Are there bears here?"

The numbers and type of questions asked may indicate a failure by the Forest Service to address our visitor's basic needs. This is somewhat expected considering the many access points to the Apache-Sitgreaves. Unlike the National Parks that have entrance stations and tightly controlled access, the Apache-Sitgreaves has neither. Most National Parks do not have communities located within its boundaries with interstate and intrastate access routes bisecting the managed area. Because of this, the Forest Service has an added burden in getting the needed information to its visitors.

After analyzing the questionnaire (Appendix A) the basic information needs became quite clear.

1. Visitors need a clear understanding where to go to participate in the desired recreation activity for which they came.

2. The visitors want to know what is expected of them (rules and regulations).

3. They need to know how to get to their destination, and if their means of travel is appropriate.

4. Forest users must know what services are available at their destination and what it costs, so they can plan accordingly.

5. Visitors should know what to expect at their destination from the security standpoint (bears, law enforcement, Forest Service patrol, host with radio, best route to emergency facilities, nearest phone).

The above are basic needs the Forest Service should provide before considering those information and interpretive needs that are designed to enhance the visitor's stay, and teach the user about the National Forest and its resource management programs.

CURRENT INFORMATION/INTERPRETIVE PROGRAMS

(Recent History) With the reduction of Forest Service recreation program budgets in the late 70's and early 80's, any formal recreation information service and interpretive program the Apache-Sitgreaves had was essentially dismantled in favor of meeting the basic recreation facility operation and maintenance needs.

The number of Forest Service personnel in the field also decreased; therefore, informal public contacts decreased. Timing of these circumstances intensified the situation as inflation rates (late 70's) and visitor use were high during that same period. In other words, ground was lost rapidly in the quality and quantity of recreation services and facilities. Moderately increasing recreation budgets over the past few years are still barely responsive to current recreation facility operation needs.

(Volunteers and Concessionaire) In spite of the rather bleak funding situation, there has been some good interpretive and visitor information efforts. All Districts have been very active in recruiting recreation volunteers. Most of these people acted as campground or dispersed area hosts. These people more than adequately replaced, in the way of numbers, the Forest Service field personnel depleted due to the poor budgets. These hosts also provided contacts where the people were and at hours more in line with the visitor's stay than the typical agency work schedule. These hosts are in prime locations to provide general visitor information to a significant percentage of the Forest total recreation use.

In response to the shortage of recreation operation and maintenance funds, nine high-use campgrounds were placed under concessionaire operation. This further separated the user from contact/information provided by the Forest Service. These campgrounds have hosts; however, those hosts were not under the direction of the Forest Service; therefore, may have been less effective in providing pertinent and accurate forest information. As it turned out, all nine campgrounds were operated by the same concessionaire, which helped provide greater services to those using its facilities. For example, the concessionaire has a two-way communication system which allowed him to keep abreast of campground occupancy and road conditions. By having more than one campground along with the communication system he was able to place visitors in a campground environment that better fit the users recreation needs. The nine campgrounds were serviced by two amphitheaters and one small visitor center. The concessionaire showed films at each; usually twice a week throughout the high use season. Film topics ranged from Forest Service interpretive films (some very outdated) to travel pictures provided by the hosts.

Forest Service volunteers at two other campgrounds provided the same type of film program; however, less frequently.

(Direct Involvement) The Districts, on many occasions, participated in environmental education programs through the schools and various service organizations. Some Districts are more fortunate than others by still having personnel with strong interpretive skills. Except for a managed fire prevention program, many of these efforts are hit and miss. Too often the job includes the Woodsy Owl or Smokey Bear message, a demonstration of the fire engine, and handing out Smokey Bear coloring books and rulers. Make no mistake, these efforts are worth while, yet they should not be the extent of any units interpretive program.

The Districts on the Apache-Sitgreaves have done an excellent job in participating in local community events such as July 4th celebrations and county fairs. Other interpretive efforts include participating in Wildlife Week, where displays and audience participation are a part of the program. Another good example of what has been done occurred during the late summer of 1987 and included the Forest Service setting up an exhibit and program depicting the history of the Forest Service within the communities of Eagar/Springerville. This was part of their Valle Redondo Day celebration. Many times the Forest Service is asked to participate (and does) at high school career days. The Forest Public Affairs Specialist writes a weekly column for the local newspaper, which helps not only describe what is happening on the Forest, it also provides an opportunity to voice the agency's perspective on controversial issues. These types of efforts continue because of the strong emphasis by management to maintain our contact and good relationship with the Forest communities. There have been times when resource management issues have prompted special interpretive efforts to explain resource management programs to certain special interest groups. An outstanding example was prepared by the wildlife group, which included a foldout exhibit explaining integrated stand management.

(Facilities) The Forest by no means is void of interpretive facilities. Four amphitheaters (3-Sitgreaves, 1-Apache) are available as well as a small visitors center within the Big Lake Recreation Area. These facilities are utilized as described in the first part of this section, by concessionaire hosts and Forest Service volunteers. There are six interpretive "nature" trails on the Forest; two of which are not adequately marked for visitors to find. The problem with many of the trails is that maintenance has not kept up with the use and it shows. An exception is a trail developed through a cooperative effort of interested groups. It is located by a stream within a riparian area. A local school district established the trail and oversees its upkeep. A State agency has helped defray the cost in developing the trail. It provides an excellent interpretation of the riparian habitat and the associated wildlife species. Nearly all of the District offices have some sort of interpretive display such as the multiple-use message, area tree identification, and tree ring display. These are all good displays and the same ones are found throughout the Region. The problem with thinking of the District Offices as interpretive sites is that they are only open Monday through Friday 8:00 a.m. to 5:00 p.m. These are not the times most of our users are on the Forest. One District has a very nice display of cultural artifacts, while another uses its wall space to exhibit nature paintings from local artists. Other interpretive efforts include an interpreted arboretum on one District and self-guided tours (recorded tapes with maps) on another. All Districts have bulletin boards at various locations such as campgrounds, picnic areas, trailheads, outside the front door of administrative sites, and at other concentrated use areas. More often than not, the bulletin

boards were utilized to provide the most basic of information and to remind the visitor of various hazards and regulations. As pointed out in Appendix A (Host Questionnaire) many visitors rely on the bulletin boards to get most of their information.

(Recreation Opportunity Guides) Three of the six Districts have completed their Recreation Opportunity Guides (ROG) and two of those have circulated their ROG's to other various information sources such as libraries and Chamber of Commerce offices. The other three Districts are expected to have their ROG's completed in 1989. Recreation Opportunity Guides can be very helpful for the public in determining where to go to participate in a particular recreation activity; however, only if they are readily available to the visitor.

IMPROVING EXISTING EFFORTS

(Overview) To say the Forest has no interpretive program or does little to provide recreation information would be both unfair and inaccurate. The formal VIS programs of the 70's may have been dismantled; however, many excellent interpretive and visitor information efforts continue. One aspect of expanding an interpretive/information program is analyzing the existing methods and improving upon them. That may be all that can be done in a limited budget situation. It also should be considered in the analysis process, that when providing an interpretive/information services, there are times no such service is better than a poor one. Two of the three objectives of an interpretive program is to promote the mission of the agency and to solve management programs. Interpretive and information efforts are highly visible; therefore, a poor effort could cause a visitor with no perspective of the agency, its mission, and the resource issue to change to one with negative views.

(Campground Hosts) Campground hosts either managed by the concessionaire or by the Forest Service need to be well informed. They not only need to know where recreation opportunities are available and how to get there, they also need to fully understand the Forest Service mission. Knowing what resource management programs are going on in the area is also very important along with a basic understanding of why it is being done and how it relates to the overall agency mission. Such volunteers need to be coached on when to say they do not know an answer and how visitors can obtain the information. Campground hosts are very visible to the general public and are in a position to create problems for the Forest Service. Their personal mannerisms and appearance is important along with their camp. All this is visible to the public and is immediately associated with the Forest Service. An obnoxious host with a sloppy camp can create a lasting impression of the Forest Service. From that point on, that public, whenever subjected to news events regarding resource management programs that are negatively distorted, would probably unconditionally believe they are accurate. This is the point why an effective interpretive/information program should be viewed as an integral part of management and not merely as a recreation management program.

(Campfire Programs) In looking at the unstructured film programs at both the concessionaire operated campground and Forest Service Host operated campground amphitheaters, problems could be developing without Forest Service knowledge. The films shown are not previewed by the Forest or the District. Many times

films, especially interpretive films, do not attempt to be all inclusive. Many of these films were made to accent a broader program, or at the very least, they were produced thinking a knowledgeable person was present to answer any questions. What kind of answers are the concessionaire employees and the hosts giving? If the film was produced by the Forest Service, the viewer would probably associate whoever was showing the film with the Service. Rightly so, as the campground they are staying in is a Forest facility. The point here is such interpretive efforts must be managed. The ideal solution is having a uniformed Forest Service employee that is well informed showing the film and available for questions before and after. There are obvious costs associated with providing agency personnel, which is probably the limiting factor. Relying on volunteers to conduct such programs may indicate the money needed for agency personnel to participate is not available. Volunteers are more than capable to continue to provide these services, yet to avoid the possible problems, their efforts need to be managed. It makes sense for each District to develop an interpretive plan for each site where such services are to be conducted. In such a plan, films can be agreed to in advance. The film can be previewed, and help given the host to anticipate what questions will be generated, and educate the host on the needed response. Again, this takes time away from the other duties of the employee; therefore, costs money. However, this approach is much less expensive than having the agency personnel conduct the program. If these volunteers return every year, direct involvement will be reduced. Another interpretive program by volunteers, nature walks, should also be equally coordinated. Not only should these interpretive volunteers be well supervised, they should also have a uniform on when making their contacts/name plate, shirt with F.S. patch on left sleeve and volunteer patch on right sleeve, pants, but no badge. Again, these volunteers are the Forest Service to the public that views them.

(Environmental Education/Community Events) Participation in the school environmental education programs should be expanded where possible. These programs provide Forest Service exposure to the youth of those communities within the Forest. Not only do such efforts help the youth better understand and appreciate the forest environment, but also there begins a rapport with future community leaders that can have a significant effect on the politics of National Forest management. Such efforts also guarantee the opportunity for the students to hear the Forest Service perspective on controversial resource management issues. It is a means for the Forest Service to stay abreast of public sentiment and be responsive prior to conflicts developing. A side benefit that can occur from continuous involvement with local schools is the development of close working relationships with the education professionals. With their education background, most of these people have outstanding interpretive abilities and also make outstanding seasonal employees and volunteers. Like campground interpretive programs, no effort may be better than a poor effort. Getting involved with a school's environmental education program requires a firm commitment that if broken, can have adverse effects.

No obvious specific recommendations are apparent regarding the Forests' current participation in local community events. Past efforts have been excellent; however, that fact should not keep the Districts from looking for other opportunities. Being associated with such events reinforces the importance the Forest Service places in being part of those communities directly affected by its management activities. Such events are usually a time of celebration, and being a part of it can help in dealing with difficult issues. Since the Forests'

budgets come from Washington D.C., local communities at times view the Forest Service as insensitive to the local economic and social issues they deal with. Participation in any form helps to overcome some of those feelings.

There are a multitude of resource management activities the Forest Service practices like Integrated Stand Management (ISM) that is complex and difficult for individuals and organizations interested in National Forest management to understand. ISM has been interpreted through pictures and narrative placed on a portable fold-out bulletin board and has been well received. There are several management activities that could be easily interpreted in the same fashion as Integrated Stand Management and would be of interest to the public. Some examples include our visual management system. Through displays, we can create three dimensional graphics showing various vegetation mixes and topographical features as they actually exist and a simulation of vegetation manipulation practices. The interest would be from both the resource management aspect and from the computer system application. Such an interpretive display could be used to deal with visual management issues such as the Alpine Village Ski area proposal or used at a high school career days program to show exactly what Forest Service personnel do. It could be a valuable tool to help meet the agency's EEO objectives of developing a diverse workforce by showing potential employees that we are involved in high tech systems. There is an image of the Forest Service which is lookout towers, fire fighters, men on horses, etc., which should be corrected to include the technology the Forest Services uses today. Cultural resources and its pot hunting issue is another interpretive topic that could be formatted on a fold-out bulletin board display. Each resource function could put together similar types of displays with either issues or general items of interest. All Districts could use them whenever they had the opportunity. This approach could save a lot of duplication of effort. These could be used when training permanent, seasonal personnel, and volunteers.

(Interpretive Facilities) The interpretive facilities that exist are in relatively good condition, with the exception of some of the nature trails. The various amphitheaters, as well as the Visitor Center at Big Lake are in good shape; however, they are under-utilized. Expanding programs in the various amphitheaters and at the Big Lake Visitor Center probably represents some of the most cost-effective interpretive opportunities. Each of the nature trails need to be assessed to determine what their future management should be. The Blue Vista Nature Trail is not "advertised," but it should be, and the interpretive signs replaced or rehabilitated. The trail near Greer should have the signs removed, as the trail is on National Forest land involved in an exchange. This trail is not mapped and is used by very few people, even though it is in a location with great interpretive opportunity and is close to a resort community. The Big Springs trail in Lakeside is well maintained and operated. The Rim Trail near Lakeside is in another excellent location, as it is within a high-use area and is associated with a natural attraction; the Mogollon Rim. This site needs to be upgraded to better accommodate the visitor, such as paved parking areas and possibly a paved trail for the handicapped. The interpretive signs were upgraded recently. The interpretive trail from the Big Lake Visitors Center is in fair to good condition. It needs sign rehabilitation and trail treadwork. The Woods Canyon Nature Trail is located in a very high-use area. It too, has excellent interpretive opportunities. Because of the intense use, it requires nearly constant management. The associated use from the Rocky Point picnic area and the lake create uncontrolled depredation to the resource. A trail with this kind of

use needs to be paved with hardened displays capable of withstanding constant use during the summer seasons. A full-time interpreter responsible for the trail would be a real asset and would have tremendous exposure to the public. This is one site, that if it cannot be intensively managed (budget constraints), it should be dismantled. Attracting the public to a site without properly managing use, creates problems for the resource and sets an unfavorable impression of how the Forest Service manages its facilities.

(Administrative Sites/Personnel) District offices will always receive visitors, as will the Supervisor's Office. Having the ROG's available for visitors to review, as well as a pleasant and knowledgeable person able to help the visitor with questions is very important. Having the various interpretive information brochures that are routinely published well displayed is also important. The displays and exhibits that currently exist are excellent and should be continued. However, nearly all of the Districts would have a difficult time accommodating many visitors at one time due to limited space and personnel (see Exhibit 2). In addition, if in fact, 60% of our users have motor homes or camping trailers as the host questionnaire indicated, the parking lots at most of these offices would not meet the needs of those users, at least very conveniently. If the District offices are not going to be open, other than the normal 8-5, Monday through Friday time periods, it does not make sense to spend any greater effect than what is occurring now with information or interpretive services aimed at office visitors. Districts, such as Heber and Lakeside, located on principle access points to the Forest, may do well to open longer hours and on weekends during the summer recreation season. All Districts would better accommodate the Forest visitors by placing signs at various points directing visitors to office locations. Appendix D shows an example of that type of sign. Where circumstances warrant, Forest Service District offices should be as visible and accessible as possible in order to maximize the obvious information distribution and interpretive opportunities. In many circumstances, more importance should be placed on those employees that have the responsibility of greeting the public and responding to their questions. Too often, these are the entry level clerical positions, and many times are the least experienced person in the office. There are potential problems in this type of set-up that need to be addressed. The public's impression of the Forest Service could be influenced by these positions.

Facilities and services that exist such as the Heber Arboretum and Lakeside self-guided cassette tours are excellent tools in all aspects of interpretation. They not only enhance the visitor's stay, they are very useful in getting the Forest Service message presented. The self-guided cassette tours have almost limitless opportunities in telling the public not only about the National Forest and its resources, but also about what the agency is doing and how it relates to other more familiar activities of other agencies or organizations. These messages, can and maybe should, be managed to promote a common theme and coordinated with adjacent administrative units. This seems to be a very economical method of presenting an interpretive message. A cassette tape is inexpensive and players are very common. The tape can be prepared during the off season when employees have a less hectic work load. The tape is used at any time whether the appropriate personnel is available or not. The Heber Arboretum can

Exhibit 2

Many Forest Service offices were built 20 years or more ago. They were not designed with large reception areas. Even some of the older interpretive displays, although still very functional, are not presented in the most useful manner. Bill Chiat, past Marketing Director of the Minnesota Department of Natural Resources, calls such places our "moments of truth" with our customer.

be better utilized since it is next to the office if a continuous effort is made to go out and visit with the users that are viewing the trees and bushes. Assign someone to keep an eye out and when a visitor is seen, notify one of the resource specialists to go out and visit with them and answer some of the questions they may have. This is a service the public is not used to from a government agency. Such an effort could be justified as rebuilding a constituency.

(Bulletin Boards) Bulletin boards can be a valuable tool in getting information to a visitor. More efforts are needed to get the right information on the board reflective of its location. Bulletin boards at administrative sites where lighting is available, would be useful in extending the effectiveness of a site. However, such sites need to be properly located and/or the public directed to them properly (Appendix D Sign). The host questionnaire summary indicates the type of questions asked, and they can be tied to specific locations. Hosts can be utilized to keep the campground bulletin boards current if the hosts are properly equipped and informed. On a Forest-wide basis, a common interpretive theme could be coordinated and posters developed for all bulletin boards. The theme could be changed annually to reflect management activities that are occurring or issues that have been receiving considerable publicity. Unstaffed information stations may be very useful in certain places to help users locate recreation facilities after Forest Service work hours. On holiday weekends, there are users that do not reach the Forest until late at night, only to find full campgrounds. If these people are not directed where to go, they could very possibly go where areas are restricted, or worse, ruin the enjoyment of another recreation user. Such unstaffed stations should be strategically located with directional signs at key points (Appendix D), and lighted where possible.

(Recreation Opportunity Guides) When Recreation Opportunity Guides (ROG's) are completed, the next step is to insure proper distribution. Circulating them to other Forest Service offices is not enough. They need to be put where people can find them. The Forest Service needs to let people know that they exist and where they are located. The ROG's pages with appropriate recreation information can be appropriately placed on bulletin boards and given to hosts and even private outlets (convenience stores) to help answer visitors' questions. Segments of the ROG could be bound together, printed, and made available for sale. Again, it is one of those tools with many applications. Districts have to be careful; however, to keep the ROG's information current.

INFORMATION METHODS

Many of the existing methods to disseminate information to the public have already been discussed. The next several paragraphs will look at other methods of providing information to the users of the Apache-Sitgreaves National Forests.

(Background) One point to consider is that it seems to be the inherent nature of the Forest Service to accomplish resource management on a project-by-project basis. Problems over the years develop due to the lack of coordination between the various projects. The purpose behind the comprehensive land management plan was to insure the proper integration of all the Forests' resource management programs to meet stated goals and objectives developed through public involvement. That integration is occurring. When dealing with information

management, too often the Forest does a very good job when the need is obvious. After that need is met, the effort subsides accordingly, and no further action is taken until the cry for information is heard again. A period of no action in between completion of the initial action and the cry to do it again may be all right when talking about toilet pumping, but when it comes to user information in general, the program has to be consistently available. Visitor/user information services are not integrated into overall management objectives. The Forest recognizes the need to provide information to the public regarding major projects or major changes in management, yet not the every day needs as portrayed in Appendix A. Having assigned visitor information specialists where needed is the ideal solution, as they could take measures to insure the every day information needs were met, provide assistance to the Forests' Public Affairs Staff, and develop/implement an interpretive program. Unfortunately, adding personnel is not likely, unless the Arizona Recreation Program Initiative is adopted and funded. This calls for an additional 70 full time or equivalent employees (State-wide) mostly to be added at the District program level on Forests in the State of Arizona.

(Personnel and Management Changes) One approach that is not a single simple action, but a combination of several is as follow:

> Obviously, providing recreation opportunities to the public and developing marketing strategies, which would include the development of information of those opportunities is the responsibility of the recreation management staffs. The dissemination of the information in an effective and efficient manner must be closely coordinated Forest-wide. When one thinks of the other information disseminated from all the various resource management groups on the Forest and the close scrutiny our management actions receive from the public, it is necessary for tight coordination. With six different Districts, all with different resource mixes and interested publics, a consistent single voice responding to the information needs is important. A person who knows something about moderating meetings, editing reports, writing news releases, developing brochures, setting up printing contracts, dealing with journalists, congressional and state governments processes, audio and visual capabilities, etc., is a definite need in these times of conflicting public demands on the National Forest. Many of these abilities cannot be found on the Districts. Those abilities could be developed, but the need to do so on any one District is not sufficient to warrant the time. In addition, all District people already have specific resource or support responsibilities. A position at the Supervisor's Office is critical. Whether it is called Public Affairs or Public Information does not matter. This person not only needs to be accessible to the Forests' Management Team, he/she needs to have a close relationship with the Districts and those District personnel that deal with providing information to the public. She/he needs to have a network established to be responsive to all information needs. What is being said here is this process of providing information to the public is a Forest program in itself no less important than the Forest range, timber, fire, wildlife, watershed, or recreation programs. This position needs to be highly visible to the public. It has to be more than what the Forest Service historically, in the Southwestern Region has used its PAO or PIO personnel for. Such a person would literally be the Forest Service host for anyone from campers to congressmen or whomever else walks through the front door, calls, or writes

about the Forest. Such a position would make it necessary for that person to maintain visibility by having an office at the front entrance of the building, preferably with a door opening to the reception area.

Having a Forest-wide coordinator to handle all public information needs as well as assist with interpretive efforts, obviously is not the total solution. That person does need help, not only to obtain the various types of information from the resource managers to provide the public, but to help in the actual process of dissemination. All District have information receptionists who handle the front desk, answers the telephone, and many times are the principle contact with the public. There are always exceptions, but many times these are the people with the least overall knowledge of what is going on in the field. These people usually refer the questions they cannot answer to the appropriate staff. Too often, the staffs have the answer, yet do not have the time to offer the explanation or generally converse to the degree a good portion of the visitors would like. A possible solution is to expand the responsibilities of the information receptionist from one of principally receptionist/clerical to one of receptionist/visitor information. This would possibly mean going from a GS-304 series to the GS-1001 series for those people. The GS-1001 series begins at the GS-5 level and progresses at one grade intervals. The GS-1001 series is the same series of the Public Information Officers at higher levels; therefore, a career ladder would exist. Appendix E shows the standard job description for GS-1001-5. Shifting to a greater visitor information priority by establishing a visitor information assistant position from the existing workforce would affect the Districts ability to do some of the more traditional type work such as filing and typing. One means to overcome this it to utilize a temporary services business where available or to develop a group of local people under a personal service contact to do the work on an as needed basis. The fact that agencies such as the Forest Service are being called on to provide better service with fewer personnel, calls for nontraditional methods of doing business. It demands that the people we do have are both versatile and are always in a position to maximize their effectiveness.

To further insure the proper coordination of information and interpretive services, the Supervisor Office needs to make a few changes. These are aimed at assisting the public affairs officer handle the day-to-day information and interpretive coordination. There are always major issues and information needs requiring the attention of the PAO; therefore, to insure the equally important day-to-day information matters are dealt with the PAO requires assistance. The front desk at the S.O. is where employees could make their first impression for the Forest Service (moment of truth); therefore, deserves prompt and courteous attention. This attention cannot be guaranteed when the receptionist is inundated with incoming calls at the switchboard. One solution is to move the switchboard to the mailroom. The mailroom with some occasional help could handle this. The information/ receptionist position would be converted to a GS 5/6 visitor information assistant working for the public affairs office. He/she would be located at the front desk to assist visitors with their needs. In addition, she/he would be in contact with her/his counterpart at the Districts to assist them in meeting their information/interpretive needs. This system with the current District and S.O. information/receptionist is basically in effect. However, the difference is the proposed approach would expand information/ interpretive capabilities of the Forest by providing better information in a more

skillful manner. This greater emphasis is in response to a problem voiced in the Report and Recommendations of the President's Commission on American Outdoors, which stated "people cannot take advantage of a recreational experience when they do not even know that it exists; they cannot enjoy activities where they lack the knowledge, skills, or encouragement that may be necessary to participate." Another statement that relates is found in the Recreation Setting Commissions paper, which will be a basis for the Forest Service National Recreation Strategy issued by the Chief in 1988. "To assure people can find opportunities in keeping with their desires, we must provide comprehensive information at the right time and place to help shape visitor choices and expectations." Further justification for the concept of greater visitor information services can be found in the statement from the marketing commission which states "Forest Service employees will be trained in public contact and service skills, and a management environment will exist that places priority on placement of skilled people in primary public contact positions; but all employees will have responsibility for customer service." The same paper stated "all information services will be targeted to satisfy customer needs as a primary objective."

(Information Dispersal) Other than personnel changes, there are more specific measures that can be taken to facilitate forest information to the public. As mentioned before, there are problems in getting information to the public due to such things as employee work hours, office hours, and office locations. Visitors coming to the Forest for recreation need to know where they can go and how to get there. Ideally, this should be done before the visitors leave their home. One of the best ways to do this is to complete Recreation Opportunity Guides (ROG's) for all Districts, widely distribute them in places close to where the visitors live, then get the word out explaining where the ROG's are located and how they can be used. Tourist bureaus better centrally located Forest Service offices, sporting good stores, public libraries, campers as well as RV and boat sale outlets, are all good possible locations. Sections of the ROG can be sent to those users that may have voiced an interest in a particular activity and at the same time using a mailing that includes a page which states where the complete ROG can be viewed. Another approach is newspapers. Every paper usually prints a supplement on outdoor recreation opportunities every spring. This could be utilized to provide specific information as well as an "advertisement" on the ROG and where it could found. During the busy summer use season, public service announcements on the radio and in newspapers could be better utilized to ask people to contact the Forest Service before they depart on their trip to point out known problems and to explain that ROG's exist to help them plan their trip.

(Expanded Employee Involvement) However, all to often, forest visitors know about a campground or a place to go and they do not feel they need any other information. They drive to the Forest and do not find what they expected and need information on where they can go. Because the Forest offices are not convenient, or it is after hours, these visitors often have a difficult time getting the information they need. This situation is a fairly common one the public has, and there are various means to handle it. The obvious one is to anticipate the need and insure more personnel are in the field at the time they are needed. Most Districts already do this with their recreation and fire prevention technicians. However, this can be expanded to include other personnel. S.O. and Zone Engineering people may be willing to assist. Some Districts in Southern California Forests have the entire office working late into

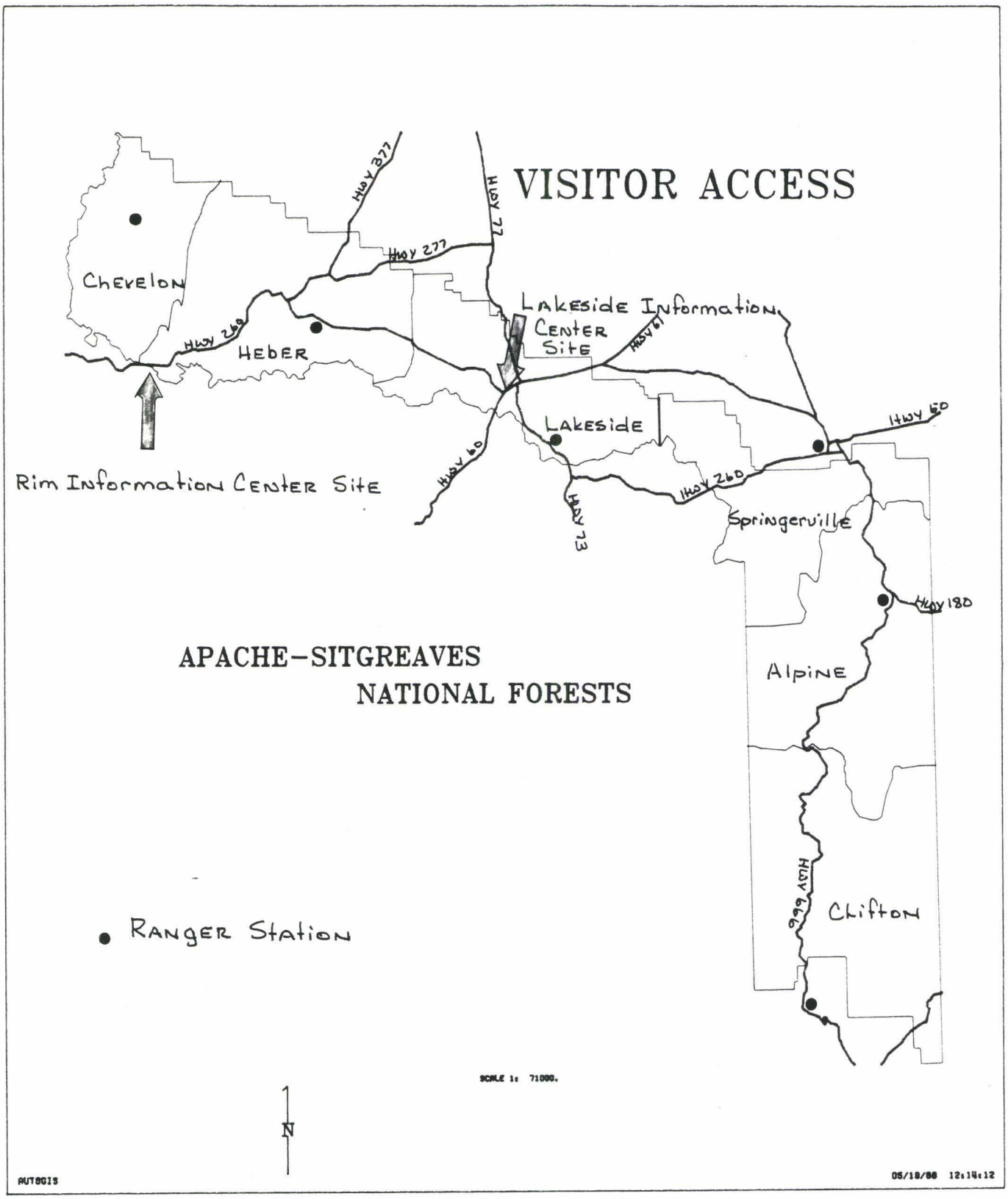
the night on high use weekends, first day of hunting season, holidays, etc. Some people are more than willing to accept compensation time for their effort and some may be even willing to volunteer their time. Of course, it is important the extra help is put only in a position that they can be handled positively and professionally. Having personnel patrolling the woods on a Friday night of a 3-day weekend may not be the safest nor most efficient way to anticipate the public's information needs. Establishing several temporary information stations at key access points may be a better solution. If vandalism is not a problem, permanent information stations at the same key access points could work. These would not be staffed, yet provide information through visual displays as to where facilities are located. They are nothing more than elaborate bulletin boards, yet these information stations can be quite effective. Providing a lighted display would be even better. Such facilities have various types of designs to fit differing needs and the surroundings.

(Campground Hosts - Bulletin Boards) Regular bulletin boards, as well as better utilization of campground hosts have been discussed previously, yet cannot be stressed enough. Campground hosts more often than not are the Forest Services contact in the right place at the right time. These people need to have all the general recreation information a Forest Service employee would have. They should have radio communication at all times not only for their own safety, but to be in a better position to provide those services the public expects. The host questionnaire (Appendix A) showed quite clearly they need forest information in the form of public handouts. This would be quite easy and inexpensive to implement. Having some of the experienced hosts put together these handouts prior to the season may be a way to get the job done, as well as get them oriented with all Forest Service personnel.

(Visitor Center) Of course, the effective means of getting information to recreation users would be setting up entrance stations at key access points (see Exhibit 3). However, as shown in Appendix C, there are 10 highway access points on the Apache-Sitgreaves. Unlike most National Parks, most National Forests have communities within the Forest, as well as major destination routes crossing the Forest. Trying to contact users in the traditional Park Service entrance station style is not feasible. The next best option is locating visitors centers at key access points. If the estimate that 80% of the Forests' visitors utilize Highways 60 and 260 coming from Tucson and Phoenix areas is true, it makes sense to place the information facilities at those locations. Exhibit 3 shows why the intersection of Highways 260 and 60 on the west side of Show Low, and that point where Highway 260 crests the rim at the junction with the road to Woods Canyon, would be the best locations for visitor/information centers.

The location where Highway 260 and the Woods Canyon Road intersects is ideal. It is located on a primary access road between Phoenix and the Forest, and is also located adjacent to a major geologic feature within a high-use recreation management area. The other primary location is on the Lakeside Ranger District at the Intersection of Highways 260 and 60. It would be readily accessible to those visitors coming primarily from Tucson and East Phoenix. The Lakeside Ranger Station located in Lakeside on Highway 260 currently serves as a point of information for forest visitors. Use at the existing station is high, but most of it is probably from the campground located across the street and from residents and tourists from the Pinetop/Lakeside and Show Low area. Visitors

EXHIBIT 3


VISITOR ACCESS
HWY 377
HWY 77
HWY 277
Chevelon
HWY 260
HEBER
Lakeside Information Center Site
HWY 60
Rim Information Center Site
Lakeside
HWY 60
HWY 260
HWY 73
Springerville
HWY 180
APACHE-SITGREAVES
NATIONAL FORESTS
Alpine
HWY 666
Clifton
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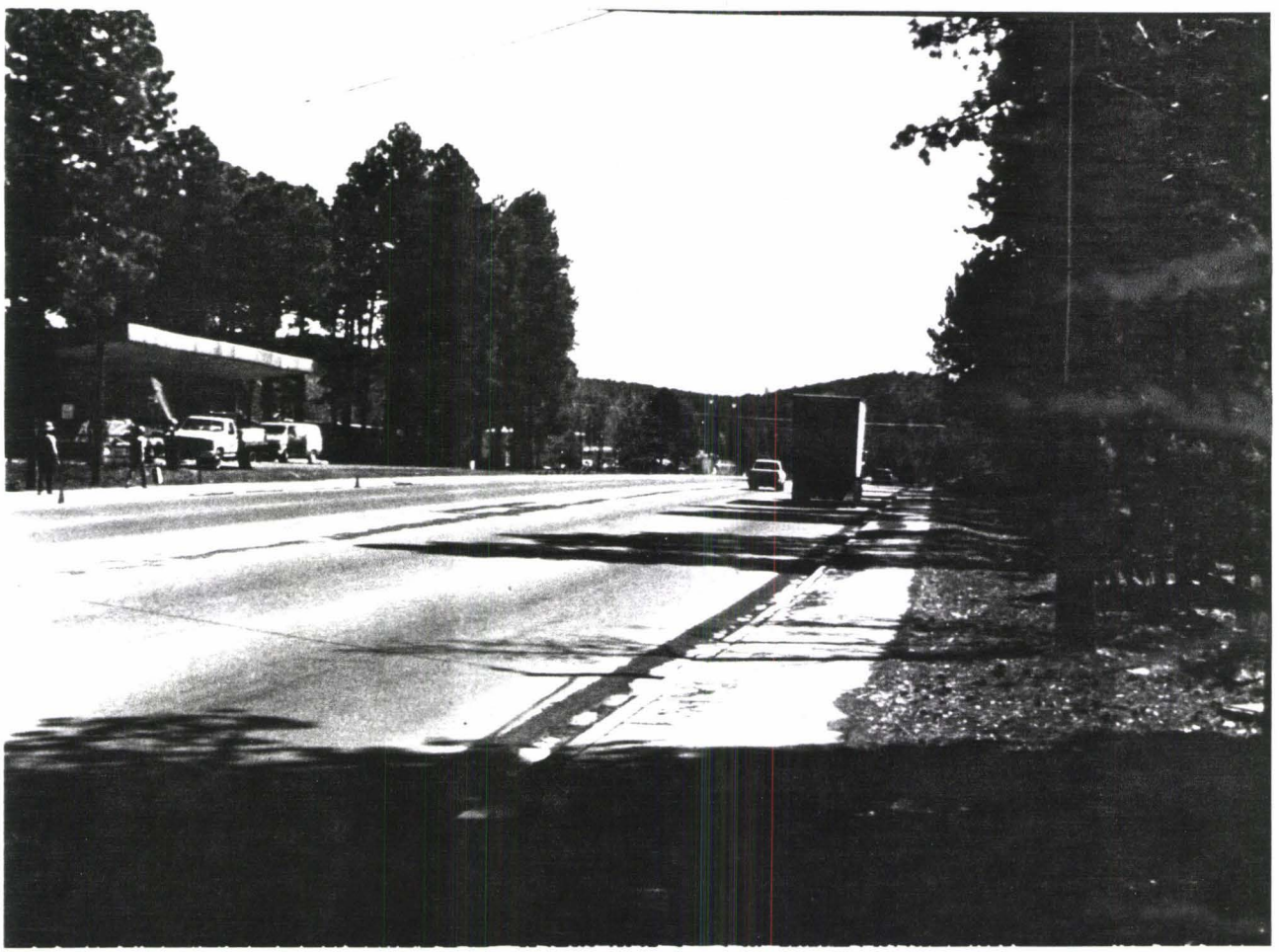
SCALE 1: 71000.
N
AUTOCIS
05/19/88 12:14:12

Exhibit 4



The Lakeside Ranger District Office is located on a highway where a significant number of Forest visitors access the Forest. This picture illustrates how difficult it would be for a visitor to find it, especially with heavy traffic (it is located on the left side of the road across from the white pickup truck on the highway). A sign on the right side of the highway 1/4 mile before the office would help. The office is on the wrong side of the highway for people traveling to the Forest. The highway usually has heavy traffic. Once in the parking lot travelers, especially those in RV's have a difficult time crossing the traffic to continue their trip.

traveling on Highway 260 would not find the existing site readily noticeable, and if they had no problem locating it, the restricted parking situation would keep people from stopping (a significant numbers have motor homes or trailers). (See Exhibit 4). It is also located on the wrong side of the road for those visitors heading towards their Forest destination. Combining a ranger station and a visitors/information center in one building is economical. The Highway 260 and 60 intersection is actually a more central location for the District office.

(Administrative Site Locations and Operation) The Alpine Ranger Station is located at another key location, as it is at the intersection of U.S. Highways 666 and 180. These highways do not bring the same volume of visitors to the Forest as 60 and 260; however, the use is significant and expected to grow. The current station also has a pull-through designed parking area which handles RV's very well. When the new station is built, it should be located at the same intersection or within view of the intersection along with adequate signing.

The Clifton and the Heber Ranger Stations are in good locations to service forest visitors and both have adequate parking and maneuverability space to accommodate the recreationists' motor homes and trailers. The location of a visitors center at the intersection of Highway 260 and the Woods Canyon road while on the Heber District would also service most of the Chevelon R.D. use. The Springerville office could be better located at first analysis, but to determine a better location is difficult. Better signing would benefit the Springerville District in identifying its location to forest visitors. The Springerville R.D. has a very poor parking arrangement for RV's; however, a large shopping center next door helps considerably (see Exhibit 5). Most visitors to the Springerville R.D. would pass either of the two recommended new visitors centers (Lakeside, Rim).

Even if the current office locations cannot be moved or new visitor centers built, increased public contact would occur if the existing offices were open on weekends, and remained open late on both weekends and Fridays. Appendix B shows on what days and during what months the greatest travel occurs on the Forests' highways. To compliment an existing office location in meeting recreation information needs at odd hours, an unstaffed visitors information station constructed in the office parking lot would be well utilized. At times, a simple forest map is all that people need to see. Space could be used to suggest camping locations that are under-utilized. These types of sites when lighted and accessible have proven to be very useful on other forests. Such stations have been utilized to keep visitors aware of campground occupancy status. Such a station is really not much more than a series of bulletin boards. Because these stations are usually placed near ranger stations, visitors centers, or other similar facilities, they are more easily attended to and less likely to be vandalized; therefore, more effort can be put in the displays provided.

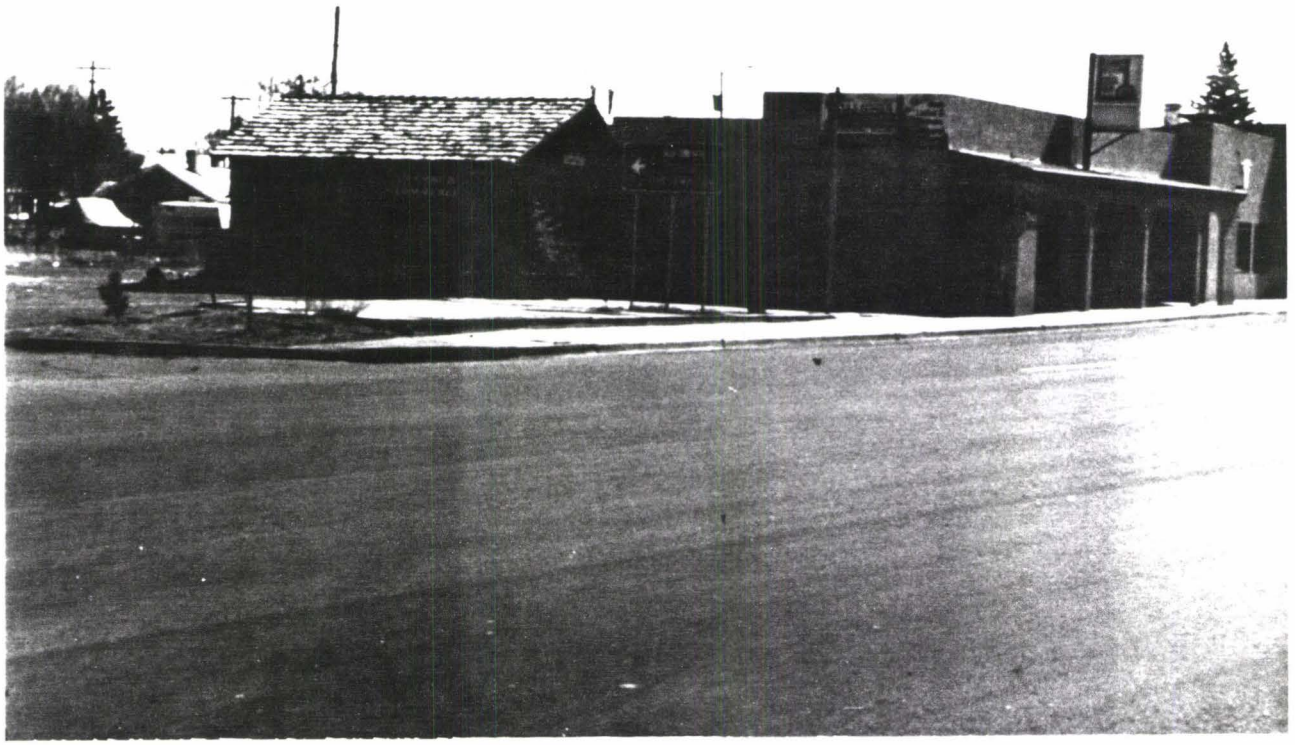
(Information Station) Another idea for use of unstaffed information stations is to put them at high visibility locations on private land. With the cooperation of private business, they may provide an ideal location for the display. The benefit may be to get people to stop at their businesses. Getting Forest Service recreation information to State tourist bureaus would be beneficial. Most of these offices are well signed and along well traveled highways. An example on the Springerville District is the local Chamber of Commerce office. It is located on Highway 60, and there are ample signs identifying it as a place for tourists to get information. Not only could Recreation Opportunity Guides and

Exhibit 5

Many existing administrative sites were not built for easy public access. Some are not on principle access routes and others have parking lots that cannot accommodate recreational vehicles a significant number of visitors drive.

Most sites could serve visitors better if even the basic recreation information, such as maps and road conditions are located on lighted displays outside the office.

Exhibit 6



In the community of Springerville and Eagar, working with the local Chamber of Commerce in providing recreation information is a possible solution to the poor location and small parking lot of the Springerville Ranger District Office.

The local Chamber of Commerce recognizes the importance of National Forest recreation to their economy. A partnership "made in heaven".

other brochures be given to the Chamber of Commerce, but outside information displays with maps showing sites could be erected on site for after-hour visitors. Because of the signing and its location, this site may be a better location for the Springerville Ranger District to disseminate general forest information than the ranger station. A partnership could be developed where the District would assist in extending the hours of the Chamber of Commerce office (see Exhibit 6).

(Reservation System) A private reservation service for the more developed campgrounds on all National Forests in Arizona would be a good mechanism to get information to the public. Knowing that the reservation system exists, people could shop for a facility in a place they want and be guaranteed a site. Other Forest Service Regions have used a reservation system with success. Other than marketing Forest Service campgrounds, there are other benefits as well. For instance, there would be a more equal opportunity for other people to compete with the retirees for the prime sites. The retirees flexible time schedule often affords them the opportunity to get the best sites at the best campgrounds.

EXPANDING THE INTERPRETIVE PROGRAM

(Current Efforts) Accomplishing interpretive efforts similar to even a small National Park like the Petrified Forest, is too much to accomplish in a short time for the Apache-Sitgreaves National Forests. Being aware of the need for an improved program; however, is a beginning and was actually started in July 1987. Four (4) Districts are scheduled to have a much expanded interpretive workload in 1988. The Heber and Chevelon Ranger Districts have planned on setting up a temporary information station at the intersection of Highway 260 and the Woods Canyon Road. This temporary station is to be located across the highway where the proposed visitor center (discussed previously) will be located. The Arizona Department of Transportation (ADOT) will begin the construction of the permanent visitors center's parking lot in 1988 as part of their Highway 260 road construction project. This parking lot is being constructed at no cost to the Forest Service by ADOT. The Arizona Hiking and Equestrian Trails Committee was instrumental in helping the Forest Service work with ADOT to have the parking area added to the highway construction project. The visitors center parking area is also planned to be utilized as a trailhead and interpretive site for the proposed General Crook National Historic Trail, which crosses the parking area. In addition, both Districts will complete at least two other minor interpretive sites along the General Crook Trail.

The Lakeside and Springerville Ranger Districts are funding a joint effort, sharing a volunteer with interpretive skills to conduct interpretive programs at various facilities on both Districts. In 1988, the Springerville District is also hiring, a seasonal employee to better manage their existing interpretive program and to look at ways to improve.

(Active Management) The first step all Districts should take towards improving their interpretive program is to assess the campfire programs being conducted by concessionaires and campground hosts. These programs should be managed to insure they have the proper Forest Service presence, and where possible,interpret agency programs in addition to enhancing the customers stay. Of course, much of this

Exhibit 7

"An interpretive audience prefers those interpretive media that are more closely associated with entertainment." (M. W. Keatinge)

"This presents the interpreter with a real challenge - that of educating and enlightening in a way that is entertaining while maintaining dignity and authority." (Grant W. Sharpe)

effort would be difficult without prior determination of goals and objectives the line officer wants to achieve with the program. If it is not possible to physically conduct these interpretive programs, parameters on what is acceptable should be given to the campground hosts and concessionaires. In dealing with the concessionaire the parameters cannot be so restrictive as to affect his ability to provide a program.

An interpretive program can include any one or all of the following:

1. Nature walk.
2. Campfire programs.
3. Display exhibits
4. Environmental programs at schools.
5. Demonstration of outdoor skills.
6. Informal campfire talks.
7. Brochures and books handed out or at available facility.
8. Signs explaining what the visitor is seeing or experiencing, such as wildlife or history of the area.
9. A discussion on any topic whether it be Forest Service history or an explanation of resource management programs.

It is important to know who the audience the interpretive program is for and cater the message to that group. Most audiences will range from 5 years old to 80, which creates quite a challenge. It is also necessary to remember that most interpretive audiences prefer methods that are entertaining (see Exhibit 7). Once deciding what and where, the next question is how we do it. All too often, the Forest has not had the resources to do the most effective job due to budget constraints. Relying on volunteers has become a way of life, yet the success of a volunteer program unfortunately varies by District, based on the interest of the Recreation and Lands Officer; the attitude of the District Ranger; and appeal of the area to attract volunteers. Agencies such as the National Park Service have an interpretive branch that coordinates the interpretive program. Many if not most of the people in this branch are highly qualified and experienced Interpretive Naturalists. The weakness with a Forest Service program is that expertise does not exist except in scattered places throughout the National Forest System. The Forest Service managers on the Apache-Sitgreaves National Forests with the responsibility of implementing an interpretive program lack the equivalent expertise. This must be recognized and managed accordingly. More involvement by Forest Service people with direct interpretive responsibilities in such organizations as the National Recreation and Parks Association or the National Association of Interpretation would help considerably (see Appendix F, G, H). These organizations have numerous workshops and conventions which assist in developing interpretive skills. Whereas, the Park Service began its interpretive program in the early 1900's, the Forest Service did not initiate a agency-wide program until the 1960,s.

(Potential District Programs) Each District, depending on use and facilities, will have different interpretive programs. Until budgets better provide the resources to institute a program, efforts will continue to be hit-and-miss. Looking at the host questionnaire (Appendix A), there are numerous topics resource managers could pursue. Obviously, the thought of bears, is one many visitors have in mind. Developing a partnership with the Arizona Bear Society could assist in creation of posters for bulletin boards, fiberglass embedded displays explaining about bear behavior for information stations and visitor centers, or getting knowledgeable people to give talks on the native black bears. Of course, any of the Forests' wildlife biologists could give the same presentation and also speak about F.S. management efforts. Most of the Forests' major recreation facilities are next to lakes or streams and fishing is a dominate activity. Any interpretive program built around fishing would be well received by a large number of users. A wildlife biologist could attract quite a crowd and build an audience by setting up a fishing demonstration. In many visitor centers animal paw print displays are common. Such displays could be expanded with pictures and narrative describing habitat requirements. Plaster casts of animal tracks for kids to feel as well as skull displays are also always found popular.

Archaeological topics are of considerable public interest especially if there are exhibits or displays. In essence just about any topic can be considered of interest to the public if it is presented in an interesting and informative manner. Since the General Crook Trail runs through the Rim/lakes Recreation Area, a campfire program or a guided walk down the trail explaining its history would be of interest to those people camping in the Rim/Lakes Area. It may not be of interest outside that area. An interpretive program should be something the people can relate to and be a part of their visit to the Forest.

If suitable visitor information services are built near Show Low and at the junction of HWY 260 and the Woods Canyon Road, a wide range of more complex exhibits and displays could be set up. For example, the story of Will C. Barnes, a local rancher, past head of grazing for the Forest Service in Washington, the person who headed the effort to reestablish the longhorn cattle breed, as well as military man and an Arizona legislator would be an excellent interpretive topic. There are numerous others and all could be tied to current management conditions and practices.

Each District could expand their interpretive program if more employees other than those with recreation responsibilities would become involved. If interpretation is to become an integral part of management all resources must get involved.

An example of a very inexpensive interpretive effort is one where "a ranger" sets up a time that is advertised on the facilities bulletin board stating "have coffee with the Ranger." A fire is built and cowboy coffee is made. People are warned in the advertisement before-hand to bring their own cups or own coffee. The idea here is the ranger can talk to the visitors in an informal setting. Visitor questions can be answered and the ranger can bring up topics he/she may need feedback on.

(Volunteers - Their Role) Many volunteers can be found that may be real assets to an interpretive program. Finding the right volunteer is important, but giving them the training and needed Forest Service background is critical. An effective volunteer interpretive corps could be developed, however, it would not be free and it would probably take several years to get going.

There are probably local storytellers, historians, drama students, teachers, historical societies, and retired naturalists that may be more than willing to assist in interpretive programs. It may require paying travel under a volunteer agreement or even putting them under a personal services contract to have these people participate. The Pinetop/Lakeside and Show Low communities may offer the greatest chance of finding people to help. Some people may be interested in doing the needed research for a program, doing the photography, or putting together a slide show but not do the program. Finding a person to coordinate the development of a volunteer interpretive group may be another possible approach. The point of the preceding paragraphs is that the limits of a persons imagination is the only obstacle in expanding an interpretive program. There are many ways to interpret the Forest and Forest Service programs as well as, many means to do it. Starting small is the best approach along with having those people with interpretive responsibilities get exposed to needed skills through formal training and affiliation with associations with interpretive interests.

FOREST SERVICE MISSION/RESOURCE MANAGEMENT ACTIVITIES

Neither the interpretive program nor any of the general information efforts, should deluge the public with agency propaganda. However, it is important to take every opportunity to interpret the resource management programs of the Forest is engaged in. The public in many instances view the National Forests as undeveloped National Parks. Explaining the history of the National Forests and the legal mandates from Congress requiring the Forest be managed for multiple uses should be a primary theme. It is in response to this need that the current interpretive efforts such as the campfire programs conducted by volunteers should be better managed. These are great opportunities to give a short talk about the local Forest Service history and at the same time blend in the differences with the other land management agencies. Volunteers can do this, but it would be more effective if a uniformed Forest Service employee was present, especially if the audience asks questions.

(Agency Identity) In part, the Forest Service identity problem is greatest with those users from areas outside the Forest boundary. They come to the Forest on a visit and more often than not they do not see a Forest Service employee, but a Forest volunteer instead. There is no doubt that the volunteer provides a valuable service to the visitor that needs to be maintained. In some cases it may not be in the Forest Service interest to identify these people with uniforms, volunteer vests, or mark their campsites with signs, unless they are able to provide the right Forest Service impression to the public. Each campground host should be provided training in the following:

1. Forest Service history (brief).
2. Reason why National Forests were set apart from other federal lands.
3. Difference between the National Forest and National Park mission.
4. Multiple Use Act.

5. Overview of resource management programs.
6. Public involvement process as required by NEPA.
7. Forest Plan.
8. Forest Service organization.
9. Current Forest issues - perspectives from all sides.
10. How to deal with the public. Host concept.
11. Role of the Game and Fish Department.
12. Law enforcement situations.
13. Fire emergencies.
14. First Aid.
15. Local operation and maintenance situations.
16. Where to send people seeking various recreation opportunities.

(Informed Personnel) Each District should provide information to zone engineers and other S.O. personnel to be able to give to the public when these people are in the field. In many cases people assume all of the Forest personnel would be able to respond to most visitors questions. This is not correct. It has been noticed that some personnel have a distorted view of the other Forest resource management programs, why a Forest Plan was written, or the agencies position on a current issue. In addition, one campground host in his questionnaire response (Appendix A) pointed out how sloppy some of the Forest personnel are dressed. The comment was, these employees may not have direct public contact responsibilities, yet they may work in high use areas and ride in a Forest Service green vehicle. There are many jobs in the Forest Service that are labor intensive and the employee gets very dirty. A possible solution is providing these employees with coveralls complete with patch. This has been practiced on other Forests, and even though the wearer still gets dirty they still are presentable. Employees would only have to wear the coveralls when working in or near those areas where Forest visitors would be expected. Many employees would look favorably at the coveralls as a means to protect their personal clothing.

Comments have been expressed that the uniform impedes a working relationship between the Forest Service and some groups. This is probably a reality, yet is it the fault of the uniform? It may be that the group so affected, had their only contact with the agency under adverse conditions. A good information/interpretive program could change such a condition by broadening the number of public contacts under different circumstances. A uniform can be a very positive method of identification. Therefore, it shall be worn at all interpretive/information and service functions. Every Forest Service employee engaged in such activities should wear a uniform, as well as every volunteer.

(Visibility) Specific efforts should be made to make Forest Service employees visible to the recreation visitors. A good example, during a holiday weekend in a high use area, have groups of two employees on horseback, in uniform, patrol the area and visit with the recreationists. Expense may preclude this being done too often, yet even once or twice a season per area would be very beneficial. If such a practice is aimed at interpreting particular resource programs, those benefiting programs could help pay the cost. Some non-recreation personnel may be willing to volunteer for this kind of assignment. A ride through a high use area on a busy weekend would probably afford a program manager ample opportunity to discuss the Forest Service mission, as well as better understand the visitors likes and dislikes about the recreation area and facilities. Such an effort

would also allow the public to see uniformed officers in a service and host role, instead of the law enforcement role, facilitating better ownership in an acceptable land ethic.

In addition to the large numbers of letters the Apache-Sitgreaves responds to, there are over several thousand persons that have a more direct relationship with the Forest. These people are timber operators, contractors, range permittees, special use permittees, and those that cut fuelwood or christmas trees. Concentrating on this segment of users to interpret the Forest Service mission and/or explain management issues, may be another option the Forest Management Team should consider. All to often it is assumed these people have a greater perspective of the Forest Service and its role than the general public. In many cases they do not. Some of these users are organized into groups, and contacts are made with them on a regular basis. The majority however are not. Better communication with these people on a broader scale is needed. One method is to use inserts placed in their regular correspondence. For example, in the annual bill to a summer home permittee, place an insert in same envelope explaining where the payment goes and a history of summer home development on National Forest System lands. This could be a good lead into the multiple use message. These inserts would not be on type written paper, they would be professionally produced, complete with Forest Service symbol.

(Program Diversity) Campfire programs could be expanded to include such things as skits, using such figures as Teddy Roosevelt and the creation of the National Forests. Most visitors could relate to the Forest Service and its role, if tied to a well known historical figure, such as Roosevelt. Aldo Leopold may not be as well known, but bears, according to the host questionnaire, is much in the minds of Forest visitors. Using Leopold's book, The Sand County Almanac, a reading of his Escudilla chapter would be both interesting and entertaining, plus would provide a good lead into both wildlife and wilderness management topics.

Forest Service offices with their limited interpretive space, may elect to concentrate their interpretive efforts to Forest resource programs. Under any display, brochures would be beneficial, further describing the resource program along with an invitation to contact the Resource Specialist if they have questions. Visitors sometimes do not have the time to stay and enjoy an exhibit, and brochures provide them the convenience for them to still get the information, yet at their pace.

All aspects of an interpretive/visitor information program provides ample opportunity to explain the Forest Service mission and its resource management programs. An important item to remember with is to take advantage of the opportunity for all it is worth. With funding constraints limiting interpretive and information programs, any work completed should be accomplished in the most professional and efficient means possible.

FUNDING OPTIONS

(Developing Entrepreneurs) Funding options are limited only by the Forest's lack of effort. The greatest obstacles to spending the time looking for different funding options are (1) the current workload versus personnel and (2) the lack of entrepreneurial thinking and experience of most Forest Service employees.

Dealing with the workload versus personnel situation can only be done by management and how they set priorities. Improving an interpretive program is recognized as important by all, yet determining how it stacks up with campground maintenance, timber sale preparation, range surveys, or other projects is an extremely difficult dilemma faced by every District Ranger. Developing an entrepreneurial attitude is obviously being pushed by such efforts as the National Recreation Strategy effort led by Zane Smith, Special Assistant to the Chief. Loosening some of the Forest Service traditional thinking, such as only providing "primitive" camping experiences will go a long way in expanding the options for privately funded recreation programs on the National Forests. The greatest obstacle will probably be developing entrepreneurs out of those Forest and District employees in the position to develop the various options that exist to get a program funded from outside sources. The Apache-Sitgreaves, as most Forests, have had many bad experiences with various entrepreneurs and their "schemes" to make something from nothing on the National Forest. Face it, Forest Service employees did not get to the point they are by being entrepreneurs. Private entrepreneurs take the risk they do with the thought of high rewards. The perceived lack of rewards for the added effort of developing a new program with no additional funding, while still undertaking the current workload is an obstacle faced by Forest Service managers.

(Professionals) Getting the expertise to develop an effective interpretive program may be the first order of business for the Forest after meeting basic visitor information needs. Helping the District know what can be done where, and then how to do it, would be of benefit. With a little training, most Districts could develop existing personnel capable of conducting a good program. Setting up a cooperative student program for an outdoor recreation specialist with a strong curriculum background in interpretation techniques may be one means to expand the program. Working with area universities to set up a University intern program is another approach at getting someone to help develop a Forest interpretive plan. It would be beneficial to tap someone possessing considerable experience with interpretive programs to assess the Apache-Sitgreaves and help the Management Team develop a workable program including appropriate training for key personnel. A detail to an interpretive section of a Park Service unit by a forest person with interpretive responsibilities may be adequate exposure to help get an interpretive program under way. Universities have degrees specializing in the field of interpretation. Many Forest Service employees with recreation responsibilities, and therefore with the interpretive program, have had about half the same education curriculum relating to interpretation as those with degrees specializing in interpretation. However, it is interesting to note that the Forest Service has an ample number of specialists, who if they could combine their expertise, would satisfy those lacking curriculum requirements. Combine natural resource backgrounds with specific segments of the expertise of Archeologists, Landscape Architects, and Public Affairs Officers, and the interpretive specialty exists. Pulling these specialties together to develop an interpretive plan is the challenge facing the Forest. Bringing that expertise in under a detail or temporary assignment to assist in that program development may be the most efficient way to meet the objective.

(Funding Ideas) Aside from overall program development, there are several ideas to get segments of the program started:

1. Share services with organization camps. Some camps have a relatively short season of use. Helping fund a counselor or caretaker for the camp for part of the season, who can be used in a Forest interpretive program for the remaining part of the season, is one idea for stretching the interpretive funds. The camp would provide room and board.

2. Develop an interpretive program that specifically interprets National Forest resource management programs. Allow dollars from those benefiting resource management programs to be used to fund their proportionate shares of District interpretive effort. All funds combined may allow the hiring of a seasonal employees.

3. Solicit donations at the front desk and at campgrounds to finance a seasonal or purchase interpretive material. Items like the nature posters are in high demand by the public. They could have tabs on them saying they are free, yet Forest Service is soliciting donations to develop more brochures and posters.

4. Solicit funds from active organizations such as the Arizona Archeological Society, White Mountain Historical Society, or Audubon Society for development of a program. Asking these organizations to solicit donations from their member is another approach.

5. Seek grants through various foundations, is a possibility that has been seldom used by Federal agencies. Municipal and State park entities, however, utilize this method frequently.

6. Soliciting direct contributions from businesses is authorized as long as the Forest Service does not endorse their product or service.

7. Ask groups like Boy Scouts or college service sororities and fraternities to raise money.

8. Setting up a cooperative agreement with a college or university that has an outdoor recreation or interpretive curriculum to provide student interpreters to conduct programs is another way of getting a job done.

9. Work with businesses and organizations with mutually benefiting activities to get an exhibit or display completed or whatever else can be agreed upon.

10. Chamber of Commerce and State tourist bureaus are always being asked information on recreation and scenic opportunities. They may be willing to help pay for printing of Recreation Opportunity Guides or other information material that would also help them.

11. Employees or retirees with specific talents may volunteer or provide their expertise, outside of work hours, to other organizations in return for donations of money, material, or services to assist the interpretive program.

12. Place a requirement in campground concessionaire bid packages that they will contribute, through a collection agreement, a sum of money to assist in the interpretive program of that facility.

13. Work with private concessionaires, resorts, and other outdoor recreation services conducted on the Forest to assist in the financing of some form of interpretive effort. Each contributing entity would receive their proportionate share of the financed program.

14. Develop a broader interpretive message to be included with the existing fire prevention effort. Additional funds from other benefiting resources could contribute to all programs and even enhance the prevention effort.

15. Capitalize on the fact that development companies, as well as other businesses like to be associated with publicly popular activities like National Forest recreation opportunities. Some of these entities have considerable sums to spend on advertising. A possibility exists on the Heber R.D. to have a ± 1,000 square foot log cabin donated at the proposed rim visitors center site (Highway 260 at Woods Canyon Road turn-off). The Forest Service, in return, would allow the donator to have a plaque with their name and location be placed in or on the site (to F.S. specifications).

16. Another means to get a message to the public possibly could be negotiated with fast food restaurants. The placemat they have on their plastic trays is something many Forest visitors see, especially at those restaurants along the principle access routes. Fire prevention messages, give a hoot message, location of under-utilized camping area, interesting forest facts may all be possible topics. The particular restaurant may do it all for free just to be associated with the National Forests. Even if it is not free, it is an interpretive/ information media that could be very effective.

17. When soliciting donations, ask for it in the name of your National Forests. Contributors relate more to National treasures than Government agencies.

18. Volunteers are a part of most any recreation program in the Forest Service. The key in having a good program is matching volunteers with jobs they want to be involved with. That alone, however, is not enough. Getting the best volunteers available is crucial. The Forest has learned that just getting someone to fill the campground host role can create more problems than if the volunteer job was not filled at all. To get the best volunteers, more than just providing a free camp space is needed. It costs about $120.00 a month to rent a space with full hookups at a private RV park. Five hundred dollars a summer to get the best is a cheap price. Add to this an allocation for food and the volunteer's needs are all met. There is a vast pool of very capable retirees that could help a forest interpretive program. They may have been overlooked because they were not willing to stay in a

campground with no hookup. A person at a large RV park in Mesa, Arizona replied recently that she could recruit a large number of volunteers if full hookups could be provided. She mentioned that many would be professional people and skilled tradesmen. At the extreme, with complete hookups provided, the cost for an experienced tradesman or professional could cost as little as $1,000.00 for the entire summer. Even if they work a 25-hour week, it is a real bargain. Arizona is fortunate it is fairly easy to get in touch with retirees. A little advertising concerning what the Forest Service wants and could provide would be inexpensive and pay dividends. Taking the time to properly interview these people is recommended.

School teachers are another source of volunteers. They may be willing to work longer periods of time per week. The situation here is to entice them by providing housing in a lookout or other desirable administrative site. Of course, students right out of college are another source, as they may be in limbo waiting on a permanent job or wanting to take it easy until they go out searching for work. The problem with students is after recruited, they may not show up, or after arriving, they may leave early with little notice. The Santa Fe National Forest recruited over 30 volunteers in 1982 from various universities in Wisconsin and Illinois through a considerable recruitment effort.

19. If the Forest ever implements a Forest Service cabin/lookout/administrative site rental programs, there would be a great interpretive opportunity on top of providing a unique recreation experience. Developing a booklet and having it available to the visitor on the history of the site and some of the true life experiences that various past employees had in the area or at the site, would be interesting and a great way to tell the Forest Service story. Part of the rental fee obtained could be used to maintain the interpretive material.

20. Another means to encourage the development of private businesses providing recreation services on the Forest is to educate local business people on how to do business on the National Forest. The San Juan National Forest in Colorado recently conducted such a seminar. Not only did they talk about how to do business with the Forest Service, they also pushed the opportunities available for private business to capitalize on the recreation use generated by the National Forest.

21. It was brought out that new Forest Service facilities should be better located to accommodate public information needs. Going through the normal allocation procedures could take years. There is another option. If the desirable site is on private land, a land exchange could be legally negotiated where base for exchange Federal lands could be traded for a turn key District office/visitors centers on private land. This is an option that could be used for the Lakeside and Alpine office situations. With the Forests' active land exchange program, barring political problems, this is a plausible method. A similar situation occurred recently on the Coconino National Forest. However,

in that case, base for exchange Federal lands was traded for a turn key District office built on Federal land. Because land was traded for improvements, that effort took special Congressional Action. Trading Federal land for private land with improvements does not.

22. Development of an active interpretive association is another means of improving both interpretive and information services. Having such an association allows greater freedom in getting interpretive tasks done as they do not have the same bureaucratic procedures as a Government agency.

The above 22 options are merely ideas. All are feasible, yet there is no doubt that there are hundreds of others. Entrepreneurial thinking and action will find the others.

IV. SUMMARY AND RECOMMENDATIONS

SUMMARY

There is little doubt that due to the considerable contrast of environment and climate that exists between the Apache-Sitgreaves National Forests and the population areas of Arizona, the recreation attraction of the Forest to the people of the State will not diminish. Add to this, the fact that the State is forecasted to continue to increase in population and the economy will remain strong, leaves little doubt that strong recreation demand will continue for the foreseeable future.

The Forest, in spite of de-emphasizing its VIS program due to shrinking budgets, high inflation, and other higher priority O&M needs over the last decade, has still provided recreation information, as well as an interpretive program to the public. There are still several employees Forest-wide with excellent interpretive skills, involved in the current fire prevention program. However, the Forest relies heavily on the use of volunteers to communicate forest recreation information and to conduct interpretive programs. Many of the volunteers conducting interpretive programs are actually supervised by the campground concessionaire and not the Forest Service.

A significant number of visitors that utilize the developed recreation sites and high density undeveloped areas are retirees. Over half of the people that use such areas have a considerable investment in their equipment, such as motor homes, truck campers, trailers, and pop-up trailers. Most users have satisfactory experiences while on the Forest, yet have a considerable number of questions regarding what recreation opportunities exist and how to access those opportunities. The types of questions asked by the visitors indicates a demand for an expanded interpretive opportunity.

Increasing the availability of basic information is of higher priority. Examples are: 1) visitors need a method to determine where various recreation opportunities are and how to get there, and by what means, 2) visitors need to know what is expected of them, as well as the reason why, and 3) recreationists

must know what services, so they can plan accordingly, including the type of security that exists at their destinations.

The easiest method to improve information services is to improve upon current practices. Recreation volunteers are usually in the right place at the right time and receive the brunt of information requests. Better trained and informed volunteers along with an ample supply of current written information would go a long way in improving the information dispersed by volunteers. The volunteers are in a position to maximize the Forest Service information, interpretive, and compliance efforts; however, they could also be a cause, if not properly managed, for adverse public impression of Forest Service management.

The common recreation site bulletin board is another means of providing visitor information, is heavily relied upon by the public. It is currently under-utilized by the Forest Service. Better informed information/receptionists, as well as an expanded role of those people and the Forest Public Affairs Officer, would/could enhance both the recreation information and interpretive effectiveness of the Forest.

In essence, the Forest needs to better manage its current information effort, as well as its interpretive program. Having volunteers conduct campfire programs, which exists currently, may be adequate if the content of those programs is managed by the Forest Service. The Forest has an excellent opportunity at these programs to contact a significant segment of Forest users and enhance their stay while informing them of the agency's mission and the Forests' resource management program. These programs, without proper supervision, can definitely provide negative exposure of the Forest Service.

Providing better information and incorporating interpretive objectives as part of how the Forest does business goes along with placing a greater emphasis on recreation management. Current efforts have ample room for improvement. The mission to care for the land is an integral part of everyday business, while the mission of serving people has not made it to the same level. One means to improve service is to speed up the completion, distribution, and advertisement of the Recreation Opportunity Guides could be a real asset for the public to learn where they can participate in a desired activity, as well as encourage some visitors to undertake new experiences. In the same tone, locating District offices, or at least properly directing the public to them, is another means to serve the people. When building a new administrative site, do so with the thought of serving the people and not just meeting Forest Service administrative needs. In designing facilities, minimizing costs is admirable, but only after meeting the requirements necessary to properly serve the public.

Other efforts like participating in community events must be continued. Working with school districts, special interest organizations, and service groups reap immeasurable rewards. The Forest can improve its ability to participate in these events by getting all resource functions involved at both the S.O. and District levels. Traveling displays and exhibits maintained at the S.O. to interpret various resources activities could help increase the level of participation of other resource specialists in both interpretive and general information requests.

Of course, there are numerous means to provide information to the public ranging from a formal visitor center at HWY 260 and the junction of the Woods Canyon Road to unstaffed information stations to bulletin boards. What works best is determined by facilities available, the type of user, the activities preferred, the number of users, access, and also the topography. Therefore, each Ranger District will be different in how they set up and manage their recreation information services and interpretive programs.

Developing a better entrepreneurial attitude and exercising that type of thinking opens the door to a much wider set of options to develop or expand interpretive and recreation information service. Recognize that all resource functions should be involved in interpretation.

RECOMMENDATIONS

Following are broad recommendations that could be implemented at either the Forest or District level that would assist in providing better recreation information for the public as well as a more effective interpretive program. The assumption is made that firm line officer committment exists.

1. Better train and inform recreation volunteers.

2. Provide recreation volunteers with written information that can assist in their information service to the public.

3. Better utilize recreation site bulletin boards as both information and interpretive medias.

4. Complete the Recreation Opportunity Guides and distribute them widely. Promote their use.

5. Look closely at the campfire programs. Upgrade the quality of the presentation, incorporate Forest Service resource management messages, and insure the program meets specific goals as determined by the District Ranger.

6. Fully utilize existing interpretive facilities. Insure the facilities meet appropriate standards.

7. Reorganize key District organizations and provide key public contact personnel the appropriate training to be better responsive to meeting the public recreation needs.

8. Manage Forest Service administrative sites, mainly District offices, in a manner accommodating to the Forest visitors.

9. Look into locating the Lakeside office at the intersection of Highway 260 and 60 through the land exchange process.

10. Expand the role of the Supervisor's Office front desk personnel and the Public Affairs Officer to better assist as well as improve the Forests' interpretive program.

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VIII. APPENDIX

A. VOLUNTEER QUESTIONNAIRE RESULTS

B. ARIZONA HIGHWAY USE - ITS INFLUENCE ON THE APACHE-SITGREAVES NATIONAL FORESTS.

C. MAP - ARIZONA STATE HIGHWAY SYSTEM

D. EXAMPLE - INFORMATION SIGN

E. JOB DESCRIPTION - INFORMATION ASSISTANT

F. NATIONAL ASSOCIATION OF INTERPRETATION

G. NATIONAL RECREATION AND PARKS ASSOCIATION

H. ARIZONA PARKS AND RECREATION ASSOCIATION

APPENDIX A

1987 RECREATION VOLUNTEER QUESTIONNAIRE
APACHE-SITGREAVES NATIONAL FORESTS

OVERVIEW

The purpose behind the questionnaire was to at least gain a feeling from the public on questions that related to visitor information needs. To better put that kind of information in perspective as well as to take advantage of the opportunity, more questions were asked regarding opinions toward recreation services and facilities provided. The input needed was required at a time when Forest visitors were at a minimum (Dec-Jan); therefore, recreation volunteers were chosen as the representative group. All 1987 recreation volunteers that had addresses on file as well as the Forest campground concessionaire were sent the questionnaire. Total questionnaires mailed numbered 49. Two questionnaires were returned undelivered. Of the 47 questionnaires that reached their destination, 23 responses were received. Four of the questionnaires were taken over the phone. The telephone responses allowed the evaluator to understand how the volunteers were comprehending the questions. It's interesting to note that of the 23, it was nearly an even split between respondents from the Apache National Forest facilities and those on the Sitgreaves. This afforded another evaluation perspective.

The preparer of the questionnaire was not trained in polling techniques; therefore, some personal bias is probable in how the questions were structured. Moreover, forest recreation volunteers, as a group, reflect a specific segment of recreation users; therefore, further bias is likely. The intent; however, was to gain a different perspective other than the standard agency point-of-view. In the evaluation of the questionnaire ranges of observations from the data are shown with the objective to portray general feelings from the public point-of-view and not draw specific conclusions. The Forest visitors represent such a diverse group anyway; a scientific questionnaire would have been a major undertaking in itself and any conclusions would have had to be made for each of the many different groups. A questionnaire as prepared and evaluated, only provides points of comparison for any agency management approach relating to the topics addressed in the questionnaire. The public opinions obtained form the questionnaire helps only in establishing parameters to guide management decisions.

QUESTIONNAIRE RESPONSE SUMMARY

Question #2 - On the average, how many Forest visitors did you talk to on a normal day?

Answers ranged from 2-130. Eliminate the high and the low and the average is 20 people per volunteer per day. Assuming each visitor represents a party of 3.5 people, this number could possibly equal to 15-20% of the total recreationists that visit the Forest.

Question #3 Description of the type of people that you talked to (retirees, teenagers, children, young married adults).

Retirees	-	40%
Adults	-	38%
Young Adults	-	11%
Teenagers	-	5%
Children	-	6%
TOTAL		100%

The fact that nearly all recreation volunteers are retirees themselves may be responsible for the predominate contacts being with retirees and adults. The nature of most volunteers' jobs as hosts probably minimizes contacts with children and teenagers as the predominate questions are asked at the initial meeting with camping groups, and that is with the adult leader. The numbers of young adults, teenagers, and children as listed above is probably under representative of what actually exists.

Question #4 Is there any one question asked by visitors in general than any other, what was it?

Thirty-one different questions were documented from the responses. Due to the Apache-Sitgreaves being a high elevation Forest with lakes and streams, most of the facilities where volunteers worked were around water. Therefore, many questions were about fishing.

The 31 questions asked the volunteers by the public are listed below. The first 13 questions were listed by more than one respondent:

1. Where are the fish? (12)
2. Where are the showers? (4)
3. What kind of fish are in the lake? (4)
4. When do they stock the lake? (3)
5. Where is the store? (3)
6. Where can we hike? (3)
7. Where is the dump station? (3)
8. Where is the drinking water? (2)
9. Where are the lakes? (2)
10. Where are the telephones? (2)
11. Where is the next campground? (2)
12. General questions about the area (2)
13. Do you have maps of the area? (2)
14. Where can we do laundry?
15. Are there any bears here?
16. General questions about the Forest Service
17. What do the marks on the trees mean?
18. Questions about the General Crook Trail
19. What condition is the road in?
20. Can we swim?

21. Where is the electrical outlet?
22. Why are the fish not biting?
23. Why does it cost to use the dump station?
24. Why are the camp spaces not level?
25. What are the fish biting on?
26. Can I camp free out on the Forest?
27. Is there a 14-day stay limit?
28. Where can I get firewood?
29. When and where is the best times to see wildlife?
30. Where can I dump my trash?
31. Can we have campfires?

Some of the questions listed above such as where are the showers, and where is the electrical hookup?, could indicate problems. Some users may be traveling a long distance in anticipation of certain services and facilities. Upon arriving and finding those services do not exist, creates a dissatisfied customer. Other questions indicate perfect interpretive opportunity such as: Are there any bears here?, and what do those marks on the trees mean? Many of the questions are standard use questions that are always asked by visitors. The point here is to what degree are we anticipating these standard questions and how are we insuring that they are appropriately and efficiently answered.

Most of these type questions should be considered when training campground hosts and when deciding what to put up on bulletin boards.

Question #5 What can the Forest Service do to best respond to visitor questions?

The response to this question may be somewhat biased, as most volunteers are campground hosts. Therefore, they may be protecting their turf with their response. The responses received are listed below:

1. Give hosts better printed information to hand out (7).
2. Put more information on bulletin boards (6).
3. Better educate hosts (5).
4. Do not know (2).
5. Prepare smaller, more detailed maps.
6. Construct visitor centers.
7. Conduct campfire talks by trained people.
8. Put on children programs.
9. Recruit better hosts.
10. More frequent Forest Service patrols/visits.
11. Better enforcement of regulations by Forest Service.
12. Build better walking paths in campgrounds.
13. More readily available maps and information.
14. Understandable 14-day stay limit regulations pamphlet.
15. More conspicuous signs and posters.

Question #7 What percent of the questions asked were about what the Forest Service does?

The weighted average of all responses was 37%. This does not follow with what the responses to question 4 indicates. Unless after receiving a negative or

unsatisfactory response to their first question, they followed with a comment/question on why the Forest Service is not more responsive to their needs.

Questions 7A & 8

Ten sample questions were posed to the volunteer in the questionnaire with the intent to find out which of the ten were asked and how frequent. Each of the questions represented a more broad subject matter. See attached questionnaire for exact questions. The following lists the subject questions in order of frequency asked:

1. Bears - 91% of the respondents said this question was asked (2.3).
2. Where, what, when, why relating to services and opportunities 96% of the respondents said this question was asked (3.4).
3. Why aren't there more campgrounds? - 73% of the respondents said this question was asked (4.1).
4. Campground Host responsibilities - 59% of the respondents said this question was asked (4.2).
5. Grazing - 77% of the respondents said this question was asked (4.9).
6. Other - 55% of the respondents said other non-listed questions were asked (4.6).
7. Timber harvesting - 59% of the respondents said this question was asked (5.7).
8. Ranger-Where? - 46% of the respondents said this type of questions was asked (5.7).
9. Gathering - 57% of the respondents said this question was asked (6.7).
10. 52% of the respondents said this question was asked (7.0).

The number in parenthesis represents an additional method to help rate the frequency a question was asked. The lower the number, the more often the question was asked. For each of the completed questionnaires, the respondent rated from 1-10 the questions most frequently asked. The question regarding bears with a value of 2.3 was obviously listed as the most frequently asked question. It was listed as the #1 asked question by many of the respondents.

According to the response to general question #4, the proceeding type #2 question about (of 7A & 8) services and opportunities should come before the one about bears.

Questions 9 & 10

Fifteen various interpretive mediums were listed in the questionnaire and the volunteer was asked if they were acceptable methods. The volunteer was also asked to rate them from 1-15, with 1 being the best method to get information to the public. Following are those interpretive methods listed in the order of effectiveness as perceived by the volunteers.

	Percent YES	Percent NO	Average Listed Priority
Bulletin Boards	100	-	2.6
Information Packets	99	1	3.4
Better Host Training	98	2	5.1

Environmental Education	99	1	6.3
Radio Ads/Programs	71	29	7.1
Newspaper Ads/Articles	99	1	7.5
TV Ads/Programs	78	22	7.6
Vol. Campfire Programs	63	37	7.8
Visitors Center	53	47	7.8
Forest Service Patrols	99	1	7.9
F.S. Nature Walks	72	28	8.1
F.S. Campfire Programs	60	40	8.1
Info. at F.S. Office	78	22	8.6
Volunteer Nature Walks	56	44	9.3
Better Location F.S. Office	50	50	13.2

Average listed priority was taken by adding each one of the ratings given for each method for all respondents and dividing by the number of responses. Bulletin boards with a 2.6 average was obviously listed as the highest priority method by a significant number of respondents.

Question #11 - This question asked where most of the Forest visitors come from. The following are observations based on the volunteer's response.

1. Most people that visit the Sitgreaves are from Phoenix area; however, the difference over Tucson area visitors is not significant.
2. Most people that visit the Apache are from the Tucson; however, a significant part of the use does come from Phoenix.
3. The Apache receives use from Texas residents. More Texans than New Mexicans were said to visit the Forest; however, the difference was slight.
4. Californians utilize both the Apache and the Sitgreaves; more on the Sitgreaves side.
5. The Sitgreaves is more likely to receive visitors coming from greater distances than the Apache. This is due probably to Highways 260 and 60, especially US 60, being east and west destination routes between major population centers. Highways 666 and 180 really cannot be considered destination routes between major population centers.

Question 12 - What kind of camping methods were utilized?

	Apache	Sitgreaves	Forest Total
Motor home	25.3	18	21.8
Trailer	27.6	21.2	24.3
Pop-up Trailer	10.6	8.7	9.6
Camper (Truck)	18.4	16.3	17.2
Tent	14.2	32.0	23.3
Throwdown	3.9	3.8	3.8
	100	100	100

More information could be derived from this type of data if studies show what type of people (education level, likes/dislikes, activity needs) buy this kind of equipment.

Question #13 - What percentage of users had an unpleasant stay?

Apache	3.8%
Sitgreaves	- 8.9%
Total Forest	- 6.6%

A difference between the Sitgreaves and the Apache can be explained. The Sitgreaves has the most utilized recreation facilities and the higher density of users; therefore, there are added opportunities for conflict.

Question #14 - List the reasons for people having an unpleasant stay. (Not listed in order of frequency).

1. Enforcement of 14 day stay limit.
2. Rainy weather (most common).
3. Facility does not meet needs.
4. Enforcement of rules not to user's liking.
5. Bad behavior by neighboring campers.
6. Too windy/cool.
7. Poor hiking.
8. Dogs not on a leash.
9. ATC's in campgrounds.
10. Siting of bears.
11. Cattle roaming through campground.
12. Skunks in campground.
13. Inequity of fee system-dispersed users do not pay.
14. Noise by ATC's.
15. Spaces not level.
16. Tent spaces too close to trailers.
17. Professional complainers.
18. Smell of pit toilets.
19. Poor information on facilities and access.
20. Poor information on the 14-day stay limit.
21. Flooded campsite.

Question #15 - General comments by respondents and visitors:

1. More garbage receptacles.
2. More hosts needed in dispersed areas.
3. 14-day stay limits evenly enforced even in dispersed areas.
4. More information about area's flora needed; posters are not enough.
5. New docks would be appreciated.
6. Poor F.S. enforcement of rules and regulations after quitting time when it is needed most.
7. No F.S. people to enforce rules, for at least 1 day/week, due to F.S. people having day off.
8. General F.S. personnel ignore illegal camping.
9. Hosts need better communication (radios).
10. Hosts need better compensation (trailer space, propane, etc).
11. F.S. people do not provide good back up for the hosts.
12. Hosts get too much abuse from campers.
13. F.S. people, instead of patrolling through campgrounds, should get out and walk through the camp areas and talk to people.

14. People are asking questions that could be answered at campfire talks by Forest Service.
15. Writing citations is the best way to educate people when some rule is broken.
16. Most campers are good campers and should be made to feel welcome.
17. Dust control measures should be implemented in various sites.
18. Fishermen do not like to see the lakes get low.
19. ATC noise upsets people.
20. People appreciate hosts, as it adds security.
21. There is not adequate parking for boat trailers.
22. Some visitors that just come for picnicking use up trailer spaces designed for boat trailers.
23. Not enough information is readily available about places for people to see and go.
24. A lot of people just like to come and camp anywhere and not be restricted to a designated area.
25. There should be a "No Glass Containers Allowed" regulation near all lakes.
26. Follow up with promises made to hosts.
27. Better placement of signs could help solve some problems.
28. Children-oriented environmental awareness programs in campgrounds would help the kids keep their parents in line.
29 Build fire rings so they can drain.
30. Dispersed camping should be encouraged.
31. Spread visitors out in dispersed areas that are accessible by logging roads.
32. Compensation for gasoline used in PVT vehicles by volunteers should be considered. This would encourage dispersed area hosts to make more public contacts.
33. In Pack-in, Pack-out areas, have signs that tell people where they can deposit their garbage, also have hosts provide garbage containers.
34. Cattle in and near campground causes noise that irritates visitors. Also dangerous.
35. Expand developed facilities.
36. More drinking water outlets needed.
37. More dump stations are needed.
38. More efforts needed to accommodate the elderly and the handicapped.
39. Forest Service expects too much from their hosts considering the compensation.
40. Hosts could be compensated with firewood.
41. People complain about lack of facilities, but would rather have no facilities than have to pay.
42. Allow hosts to sell maps.
43. Big Lake visitors center is a place people go to get information.
44. Boy Scout troops would like Forest Service employees to be available to help with merit badges.
45. People would be responsive to nature programs (hikes).
46. Forest Service personnel dress too sloppy. if in the field, should wear uniform or at least standard coverall uniform if doing dirty work.
47. Forest Service radios do not work very well.
48. Bulletin Boards should have a light so people can use at night.
49. Volunteers need to be better educated before they represent the Forest Service.
50. Volunteers need to have better written information to hand out.

51. Better toilets needed.
52. Better communication with outside world is necessary in case of emergency.
53. Campsites need to be improved so they will not flood out.
54. Volunteers should be paid $10.00 a day like they are in other states.
55. Cattle are messing up the rivers in the primitive area.
56. Inadequate signing is a problem on primitive trails--a dangerous situation.
57. Instead of building campgrounds, gravel roads and number sites.
58. Put dumpster at host spot.
59. Better maintenance of roads needed.
60. Have hosts conduct group campfires at their sites.
61. Put outhouses in high-use dispersed areas.
62. All off-road vehicles should be banned from high-use undeveloped areas.

APACHE-SITGREAVES NATIONAL FOREST
HOST QUESTIONNAIRE
December 1987

1. On what part of the National Forest did you work last year as a host? Were you assigned to a particular facility? Which one?

2. On the average, how many Forest visitors (campers, fishermen, sightseers, hikers) did you talk to on a normal day?

3. Can you describe the type of people that usually took the time to talk to you or ask you questions (retirees, teenagers, young children, young married adults, adults, etc.)? Chances are there were several types of people you talked with on an average day. Can you break the different types out by percentage? (Example: 30% retirees, 10% children)?

4. Is there any one question asked by visitors in general more often than any other? What was it? If there are two or three, please list those too.

5. What can the Forest Service do to help Forest visitors answer the questions they have regarding the National Forests?

6. Are all questions about what they as visitors can or cannot do, and/or where they as visitors can or cannot do something?

7. What percent of the questions that visitors ask are about what the Forest Service does?

7a. Have you heard questions of the following type asked?

1. Why are there cows allowed to graze on the Forest?
Yes ( ) No ( )

2. Can you believe the Forest Service allowed someone to cut those large trees in the next canyon? Yes ( ) No ( )

3. What is the name of that funny smelling plant with the big leaves? Yes ( ) No ( )

4. Are there any edible plants nearby? What do they look like?
Yes ( ) No ( )

5. Why are there campground hosts? Why doesn't the Forest Service hire someone to do what you do? Yes ( ) No ( )

6. Are there bears around here? Yes ( ) No ( )

7. Why don't you ever see a Forest Ranger? Yes ( ) No ( )

8. Why aren't there more campgrounds since obviously more are needed? Yes ( ) No ( )

9. Where can we go to do what we want to do? Yes ( ) No ( )

10. Other (please describe). Yes ( ) No ( )

8. Of the ten questions listed above, please list the type of question you are asked by visitors in order of the frequency asked. (Note: the ten questions merely represent types of questions dealing with broad themes. For example, if the most questions you are asked about wildlife, then you would list question six as the type question most asked. Another example is if you are asked where is the best fishing the most, then you would list question nine as the type of question most asked).

_____
_____
_____
_____
_____
_____
_____
_____
_____

9. If the Forest Service was going to try and make sure Forest visitors were better informed, how would you recommend we do this?

1.	Information on bulletin boards.	____ Yes ( ) No ( )
2.	Information packets to Hosts.	____ Yes ( ) No ( )
3.	Better training of Hosts.	____ Yes ( ) No ( )
4.	Visitor centers along main highways.	____ Yes ( ) No ( )
5.	Campfire programs by Forest Service personnel.	____ Yes ( ) No ( )
6.	Campfire programs by trained volunteers.	____ Yes ( ) No ( )
7.	More information packets available at Forest Service offices.	____ Yes ( ) No ( )
8.	Environmental education in schools.	____ Yes ( ) No ( )
9.	Nature talks and walks by Forest Service.	____ Yes ( ) No ( )
10.	Nature talks and walks by volunteers.	____ Yes ( ) No ( )
11.	More roving patrols by Forest Service.	____ Yes ( ) No ( )
12.	Radio programs.	____ Yes ( ) No ( )
13.	TV programs.	____ Yes ( ) No ( )
14.	Newspaper/magazine articles.	____ Yes ( ) No ( )
15.	Better located Forest Service offices.	____ Yes ( ) No ( )

10. Of the fifteen ways to better inform the public listed above, please rank them in the space provided by order of best (#1) to last (#15).

11. Where were most of the visitors you spoke to from? Phoenix _____ Tucson _____ Out of State _____ If Out of State, where from _____

12. What type of camping listed below, by percentage, did the visitors engage in?

Motor home.	_____
Trailer.	_____
Pop-up trailer.	_____
Camper on truck.	_____
Tent.	_____
Throw down.	_____
	100%

13. What percentage of your users would you say had a satisfactory (pleasant) stay on the National Forest, compared to those that had an unpleasant stay? Pleasant _____ Unpleasant _____

14. What was the principal reason that made those visitors have an unpleasant stay on the National Forest?

15. OK now, let us have it. We need to know what we do wrong. We also need to know those things we do right. Be as brief or as detailed as you would like.

United States Department of Agriculture | Forest Service | Apache-Sitgreaves NF's | P.O. Box 640 Springerville, AZ 85938

Caring for the Land and Serving People

Reply To: 2300

Date: December 8, 1987

Greetings 1987 Forest Volunteers:

I am the Assistant Forest Recreation and Lands Officer on the Apache-Sitgreaves National Forests. My responsibilities include recreation planning, budgets, and program development. I have not had the pleasure to meet most of you, however, I am very much aware of the invaluable service you have provided in your role as a National Forest volunteer. That is the reason for this letter.

The Forest Service in general has been criticized, and rightly so, that we have not been as responsive to the needs of the people that visit the National Forests as we should. More recreation facilities are needed. We have begun expanding certain facilities in spite of less than enough funds to meet that demand. However, the purpose of this memo is aimed at providing better service within our existing budgets. One means is providing better information to visitors in order for them to get the most out of their stay.

How to provide better information as well as enhance a visitors' stay is a grand idea. Our problem is that many of us career Forest Service employees have lost touch with those people that we provide those services to. Government has no money to waste. This is why we need your help to let us know what the public wants. I have put together a rather detailed questionnaire, structuring questions aimed at helping us assess what the public wants and needs in the way of information. Would you please complete the questionnaire and return it before January 15, 1988? If you do not understand a question give me a call or just skip over it. Remember, I am asking only for your opinion, there are no right or wrong answers.

We are asking you to respond because you are the public as well as the Forest Service. You have talked to a wide range of people over last summer as well as "lived" among them. You had questions yourself, I am sure that needed a Forest Service response. Yet, best of all, being a part of the Forest Service for the summer, you saw the Forest Service in a different perspective than the general public. Your opinion is invaluable, and I am sure the collective opinions of all the recreation volunteers have the right answers to our questions.

If you would rather go over the questionnaire over the phone, please call me collect, person to person, to Larry Lucas, (602) 333-4301.

Happy Holidays!

Sincerely,

LARRY LUCAS
Assistant Recreation and Lands Staff

Enclosure

APPENDIX B

ARIZONA HIGHWAY USE INFLUENCING THE APACHE-SITGREAVES NATIONAL FORESTS

U.S. HWY 60	1982	1983	1984	% Commercial	# Out-of-State
Jct. with 260 (West)	9,300	9,300	9,100	15	4
Jct. with 260 (East)	9,200	12,000	9,500	15	4
Jct. with 77	3,200	3,500	3,500	15	4
Jct. with 61	1,200	1,800	2,500	15	8
Jct. with US 180 N	9,800	9,800	9,800	15	8
Jct. with US 666 S	9,800	9,800	9,800	15	8
STATE HWY 61					
Jct. Road to Conho Sub	1,500	1,200	1,400	16	7
STATE HWY 77					
North edge Snowflake	2,000	1,800	2,000	16	7
Jct. 180	6,100	6,600	6,300	16	7
2 miles east Show Low	3,800	3,600	300	16	7
STATE HWY 277					
Jct. 260	1,400	1,400	1,500	31	4
Jct. 377	1,000	1,000	1,100	31	4
Jct. Spur to Paper Mill	1,600	1,400	1,500	31	4
STATE HWY 377					
Jct. SR #277 near Heber	770	540	660	31	4
US HWY 666					
Near Granville	250	240	250	13	6
Jct. Rose Peak Road	150	150	160	13	6
Near Springerville (S)	2,500	2,200	2,300	5	4
US HWY 180					
Jct. Petrified Forest Road	450	320	420	16	7
Lyman Lake Road	1,400	1,400	1,600	16	7
Jct. S. 260	1,100	1,100	2,000	5	4
Jct. US 666 to North	1,100	1,100	1,400	5	4
Jct. US 666 to South	460	510	780	5	4
STATE HWY 260					
Jct. Payson R.D.	6,600	6,600	7,200	21	14
Jct. Zane Gray Cabin	3,100	2,900	2,900	21	14

Jct. Road to Woods Canyon	2,900	2,600	2,800	21	14
1 mile east of Show Low	14,000	13,000	14,000	9	5
Road to Show Low Lake	12,000	12,000	12,000	9	5
Entrance to Blue Ridge H.S.	9,600	10,000	10,000	9	5

STATE HWY 260 (CONT)	1982	1983	1984	% Commercial	%Out-of-State
Jct. SR 73	2,300	2,300	2,600	9	5
Jct. SR 273 (Sunrise/B.Lake)	1,200	1,100	1,200	9	5
Jct. SR 373 (Greer)	1,100	1,300	1,300	9	5
Jct. SR 273 (Big Lake)	1,400	1,400	1,200	9	5

DATA COMPILED FROM: "Traffic on the Arizona Highway System - 1984", prepared by the Planning Services Group, Transportation Planning Division of the Arizona Department of Transportation.

TYPICAL PERCENT OF ADT FOR MONTH:

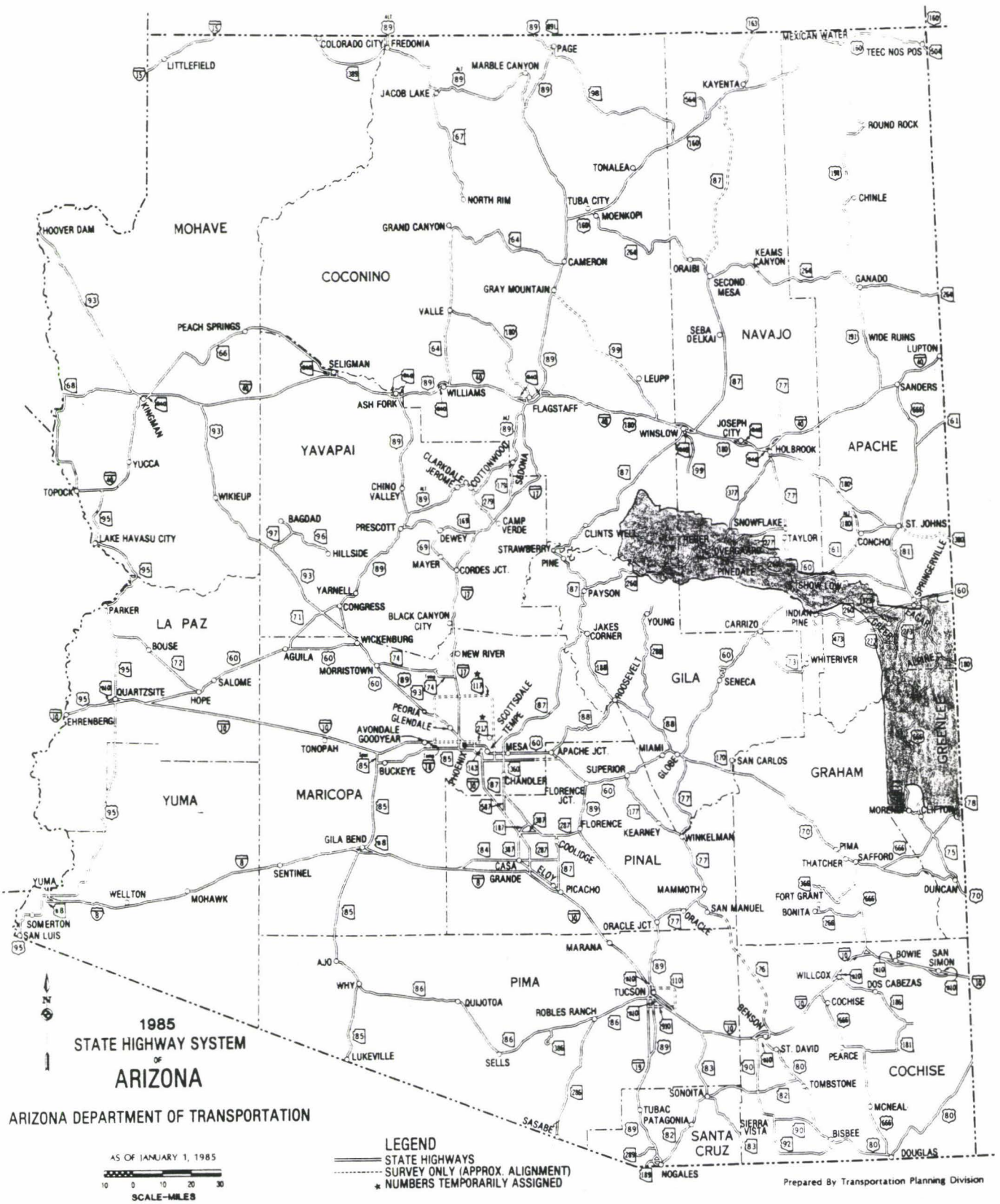
	Rural-North	Recreation Area
January	75	85
February	79	94
March	91	101
April	98	100
May	107	107
June	120	110
July	116	109
August	118	106
September	111	100
October	106	101
November	94	98
December	86	89

TYPICAL PERCENT OF ADT FOR DAY OF WEEK

	Rural-North	Recreation Area
Sunday	110	119
Monday	93	92
Tuesday	90	84
Wednesday	95	86
Thursday	97	89
Friday	106	113
Saturday	110	115

NOTE: Multiply ADT by Typical Percent ADT for month by percent of ADT for day. This will give you the ADT for that month and on that day of the week.

APPENDIX C - ARIZONA STATE HIGHWAY SYSTEM



APPENDIX D

FOREST SERVICE
US
DEPARTMENT OF AGRICULTURE
INFORMATION

10 MI

APPENDIX E - JOB DESCRIPTION

INFORMATION ASSISTANT, GS-1001-5

Introduction

This position is located on a Forest Service unit. Incumbent carries out a variety of project plans in support of a public information program.

Major Duties

Assists in developing specific objectives for interpretive programs and displays, providing input to the annual plan of work. Inventories and prepares reports on the annual volumes of use, trends in public information needs, and public response to existing information output.

Makes regular visits to the various public schools and social groups. Makes presentations on subjects such as fire safety, environmental awareness, recreation activities, and litter prevention.

Maintains inventory of existing publications. Prepares or assists in the preparation of informational exhibits which include photos, maps, etc.

Maintains the Forest video, film, and slide library and audiovisual equipment.

Meets visitors and independently replies, either verbally or in writing, to phone and mail inquiries requesting general information about Forest Service activities, programs, and policies.

Factor 1, Knowledge Required by the Position

Knowledge of use and development of public relations tools such as brochures, audiovisual materials, and equipment in order to present information regarding Forest Service programs.

Knowledge of a large variety of reference sources to locate answers to visitor's questions, and ability to use good judgment to recognize when to refer questions to a qualified professional.

Ability to operate various types of audiovisual equipment for the presentation of films, slides, and tape recordings.

Ability to properly present the Forest Service mission to the general public. Must be able to field a variety of questions from special interest groups on Forest Service policy.

Skills in written and verbal communication are needed to give information/ education walks, to successfully communicate with visitors and to assist in the development of written interpretive materials.

Practical skill in designing and preparing informational exhibits which are clear and visually appealing.

Factor 2, Supervisory Controls

Supervisor assigns work in terms of project objectives and basic priorities.

Incumbent draws upon experience and training previously received to perform work assignments. Routine problems are resolved by the incumbent. Unusual or complicated situations are referred to the supervisor for guidance.

Complete work is reviewed for technical soundness and compliance with instructions.

Factor 3, Guidelines

Guidelines include Forest Service Manuals and Handbooks, the Visual Manual, and verbal instructions.

Guidelines provide policy in some cases and specific direction in others. The incumbent is required to exercise judgment in locating, selecting, and translating guidelines into actions.

The supervisor is available to provide guidance in unusual situations.

Factor 4, Complexity

The work consists of a variety of duties in the area of information, environmental education, and internal communications. Incumbent develops, prepares, and presents a variety of resource programs for schools.

These duties require planning and coordination. Incumbent is responsible for the checking and evaluating of facts and instructions before information is distributed. This responsibility requires assimilation of data and determination of appropriate action or attitude for effectively responding to the public.

Factor 5, Scope and Effect

The incumbent must provide information to special interest groups and individuals, while maintaining and applying a sound understanding of the Forest Service mission.

This work contributes to the better understanding and acceptance of Forest Service activities and policies by the general public.

Factor 6, Personal Contacts

Contacts include: Fellow employees, representatives of the news media, special interest groups, various public schools, and interested persons from the general public.

Factor 7, Purpose of Contact

Contacts are for the purpose of providing a service and receiving, directing, and giving information regarding the variety of duties involved. This requires considerable tact, diplomacy, patience, and courtesy.

Factor 8, Physical Demands

The work is mostly sedentary; however, some walking, bending, standing, and carrying of moderate weight objects is required.

Factor 9, Work Environment

The work is primarily performed in an office setting with occasional visits to other indoor and outdoor environments.

NATIONAL ASSOCIATION OF INTERPRETATION

APPENDIX F

November 1987

Dear Colleague:

I invite you to join with other professionals, students, docents, managers and academics in completing the final step in combining two great interpretive associations: The Western Interpreters Association and the Association of Interpretive Naturalists by joining the NAI. Many members of both parent organizations have worked hard to bring the National Association of Interpretation to life.

If you had an opportunity to attend the recent conference in St. Louis, you saw the new energy and commitment to our profession. Over 800 people came to celebrate all aspects of interpretation. The "launching" of our new ship was made possible by the Founders drive in which 220 new members contributed $100 each. The drive will continue until the end of this year. If you wish to become one, please contact Karin Hostetter, our Treasurer.

The auction at the conference brought in $6,000 for the NAI and more importantly, those attending had a great time. The conference was a huge success and showed the strength of our profession and a bright future.

Your response to this letter, with a renewal letter and/or the membership flyer, will make the final bridge to the NAI. It is a renewal and a new beginning as well, since we are keeping important traditions from both parent organizations and creating new ones. If you have already joined, please give the flyer to a colleague so he/she may join.

With your involvement, the NAI will be stronger, provide better service and become involved in local, national and even international arenas.. Join with us, grow with us. It's an exciting time for interpreters and I'd like you to be part of it.

Sincerely,

Paul Frandsen

Paul Frandsen
President
National Association of Interpretation

Send your membership application and dues payment to:
Karin Hostetter, Treasurer
61 E. 106th Ave.
Denver, CO 80233
303-452-7003

Join NRPA... You'll Love It!

3101 Park Center Drive • Alexandria, Virginia 22302 • (703) 820-4940

FORM OF ADDRESS (Mr., Mrs., Miss., Ms., Dr., Sen., etc.)

LAST NAME (If not enough space, spell out above boxes) GIVEN NAMES AND INITIALS

OCCUPATIONAL TITLE OR POSITION (Abbreviate if necessary; leave one space between words)

EMPLOYER OR ORGANIZATION (Abbreviate if necessary)

MAILING ADDRESS (Street or post office box)

CITY STATE ZIP (In the U.S.)

FOREIGN COUNTRY (Abbreviate if necessary)

☐ Home ☐ Office AREA CODE PREFIX NUMBER

PHONE (Check one)

☐ NEW MEMBER ☐ RENEWAL

(Check one)

RATES

Your dues support the many NRPA programs and services that are designed to expand the park, recreation and leisure movement. These include subscriptions to NRPA publications: Parks & Recreation magazine — $12.00; Therapeutic Recreation Journal — $4.00. Your membership category determines which of these publications you receive.

NOTE: *THESE RATES ARE NOT TO BE CONFUSED WITH SUBSCRIPTION RATES.*

FOR NRPA USE ONLY:

KEY NO. _____

JOIN _____

EXP. _____

Membership Category and Dues

Professional (Based on salary)

Annual Salary	Annual Dues
☐ $ 0- 9,999	$ 50.00
☐ $10,000-14,999	60.00
☐ $15,000-19,999	70.00
☐ $20,000-29,999	85.00
☐ $30,000 and over	125.00
☐ Retired Professional	40.00
☐ Student *(NR SB is primary affiliation)*	30.00
☐ Associate *(Limited to those not employed in field)*	45.00
☐ Commercial Firm	220.00
☐ Nonprofit Association	165.00

If your agency is an agency member of NRPA with a special package, you are eligible for reduced dues

☐ Professional*	55.00
☐ Student*	25.00

*The following must be completed to use reduced dues structure:

Organization Name _____

Membership Number _____

For information on special package, contact Membership Dept. NRPA

Friend	35.00
Friend/Contributor	50.00
Friend/Supporting	100.00
Friend/Benefactor	250.00
Friend/Patron	500.00
Friend/Fellow	1,000.00

(All friend categories limited to those not employed in the field)

Send Information On:

_____ NRPA Insurance Programs

_____ NTRS Certification Program

_____ NRPA Certification Program

_____ Latest publication catalog

_____ State Society Membership

Check One Branch of Choice

(One branch included with membership. If you desire affiliation in more than one branch, number in order of preference and add $10 under Optional Fees for each additional branch.)

_____ American Park and Recreation Society (APRS)

_____ Armed Forces Recreation Society (AFRS)

_____ Citizen and/or Board Member (CBM)

_____ National Society for Park Resources (NSPR)

_____ National Recreation Student Branch (NRSB)
(This Branch is automatically the primary affiliation of NRPA student members. To be included in any other branch, student must pay for additional branch.)

_____ National Therapeutic Recreation Society (NTRS)
(Therapeutic Recreation Journal included in membership services)

_____ Society of Park and Recreation Educators (SPRE)

_____ Friend of NRPA

Optional Fees

Must hold membership to purchase

National Job Bulletin ($25.00) _____

Employ ($15.00) _____

Journal of Leisure Research
$20–Domestic _____
$25–Foreign _____

Recreation and Law Reporter ($47.25) _____

Membership Certificate ($5.00) _____

Professional Members Only _____
Print name as to appear

_____

Membership Laminated Walnut Plaque ($30) _____

Professional Members Only _____
Print name as to appear

_____

Additional Branches ($10) _____

Form of Payment

Overseas Postage
If mailing address is outside U.S. ADD $6 $_____

☐ Total payment enclosed (Do not send cash) $_____
Check #_____

Bill to

☐ Visa Number _____
Expires Mo. _____ Year_____

☐ Master Card No. _____
Expires Mo. _____ Year_____

TO ACTIVATE MEMBERSHIP BY PHONE WHEN USING VISA OR MASTER CARD CALL TOLL FREE 1-800-626-NRPA

Signature _____

Date _____

Arizona Parks & Recreation Association, Inc.

3124 E. Roosevelt
Phoenix, AZ 85008
(602) 267-7246

NATURAL RESOURCE PROFESSIONALS SECTION

Are you involved in or interested in recreation management as it relates to natural resources? If so, we would like to cordially invite you to join the APRA Natural Resource Professionals Section.

APRA provides the opportunity for all recreational and natural resources professionals to join together in an association that has grown to become a vital organization committed to excellence in the provision of leisure services in Arizona. As a member of the Natural Resource Professionals Section, many benefits are provided and include:

- New ideas and techniques from your peers in other agencies
- Professional contacts and networking
- Quarterly magazine and monthly newsletter
- Discount rates for conferences and workshops
- Group health insurance
- Job bulletins and scholarships
- Legislative representation

One of the more active of the nine sections that make-up the Association is the Natural Resource Professionals Section. The APRA Board approved a request from the previously named Park Resource Section to change the Section title to more clearly reflect the mission and intent of the newly named Natural Resource Professionals Section. Even though it is difficult for outlying members to be active, the Section, nevertheless, sponsors a number of activites annually. Some of the events the Section has been involved in include:

- Rivers Fair
- Volunteers Workshop
- Road Rally at Annual Conference
- Trails Maintenance Workshop
- Fishing Derby
- Annual Conference Sessions

Members of the Natural Resources Professional Section take this opportunity to invite you to join us. Please share this flyer with a friend, co-worker, or collegue.

We are so serious about this, we will pay to you the first $5.00 of your Association membership fee the first time you join our Section.

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To enhance the quality of people's experiences and to help them understand the attractions they visit, one must reject the notion that the only worthwhile visitors are those whose values duplicate those of the professional resource manager."

Grant W. Sharpe